

CITY OF HITCHCOCK

COMPREHENSIVE PLAN

2020-2040



Planning with 20/20 Vision



20/20 VISION

CITY OF HITCHCOCK
COMPREHENSIVE PLAN

2020-2040



FOREWORD

Introduction

The City of Hitchcock is a resilient community dedicated to sustainable growth, high quality of life and attracting development to the area. The Comprehensive Plan 2020-2040 is designed to guide the City of Hitchcock for its future growth.

The Importance of Planning

Planning for the future is essential for responsible growth. The city should be a safe and pleasant place for the people to reside in. We want to mold our cities into a place that provides economic opportunities and treats all its citizens fairly. The Hitchcock Comprehensive Plan provides a vision of growth for the City of Hitchcock and identifies strategies to accomplish them.

The Fiscal and Philosophical Basis for Planning

There are many decisions to consider when designing a responsible plan for future growth. There must be a plan for fiscal sustainability as well as a plan for community involvement and a vision that is well articulated. The Comprehensive Plan for the City of Hitchcock serves this purpose by:

- Encouraging fiscally sound decisions;
- Seek input from the residents of Hitchcock;
- To provide consideration for the preservation of the character of the City of Hitchcock and what decisions best fit its needs.

Planning Process

Hitchcock Comprehensive Plan 2020-2040 provides a guide for the future growth of the city. This document was developed and prepared by Texas Target Communities at Texas A&M University in partnership with the City of Hitchcock and Texas Sea Grant.

Agreement between City and TTC

In the summer of 2018, the City of Hitchcock and Texas Target Communities partnered to create a task force to represent the community. The task force played an integral role in the planning process, contributing the thoughts, desires, and opinions of community members - as well as their enthusiasm about Hitchcock's future. This 18-month planning process ended in December 2019. The result of this collaboration is the City of Hitchcock Comprehensive Plan 2020-2040 which is the official policy guide for the community's growth over the next twenty years.

Background of TTC

The Texas Target Communities program was initiated in 1993 by the Department of Landscape Architecture and Urban Planning at Texas A&M University. This program selects small communities from the state of Texas and provides residents with valuable assistance in planning. At the same time, it serves as a “real world” learning laboratory for graduate students. Students can gain valuable planning experience while the targeted community receives the assistance that can make a positive difference in the quality of urban life for its residents. Communities are chosen for participation in the program based on demonstrated need and their commitment to the planning process.

How to use the Comprehensive Plan

Hitchcock Comprehensive Plan 2020-2040 is a fully-developed planning document that can provide guidance for a variety of urban development activities. As such, it may be used for:

- Communicate the overarching vision;
- Guide development approvals by representatives such as elected officials and the planning board;
- Serve as a basis for land-use regulations such as zoning, subdivision regulations, building codes, etc.;
- Inform and support capital improvement plans.

The Structure and Development of the Plan

The guiding principles for this planning process were Hitchcock's vision statement and its corresponding goals, which were crafted by the task force. The goals focus on factors of growth and development including public participation, development considerations, transportation, community facilities, economic development, parks, and housing and social vulnerability.



Next, three alternative scenarios were developed as possible strategies Hitchcock could adapt to meet its goals. The task force expressed strong support for some of the key characteristics from two scenarios, which were then combined to form the preferred Future Land Use Plan.

Chapter 1 presents the background and history of Hitchcock and its residents and Chapter 2 tells the story of its vision. Chapters 3 through 9 outline the goals, objectives, and policies of the preferred Plan. Each chapter explores the issues and opportunities of each plan component that will serve as the building blocks for it to be implemented. All the issues and threats are addressed with recommendations and proposed solutions, which are supported by maps and other analytical tools. Finally, Chapter 10 includes the actions, timeline, funding sources, and responsible parties.

PLANNING TEAM

Special Thanks to the following Core Team and Task Force members, for volunteering their time to work on this project:

Shearin Barber	Anna Dellinger	Sabrina Schwertner
Tommy Barber	Marie Gelles	David Sendejas
Dorothy Childress	Eric Kingston	Randy Strickland
Gretchen Childress	Freire Moore	Joe Wood
Jack Click	Connie Place	Brad Varley
Moderstene Coleman	Diana Roach	
Samuel Collins, III	Paul Roach	

Texas Target Communities Planning Team:

John Cooper, Director, Texas Target Communities
Jaimie Masterson, Associate Director, Texas Target Communities
Jeewasmi Thapa, Program Coordinator, Texas Target Communities
Walter Peacock, Planning Specialist, Texas Sea Grant
Steven Washington, Planning Specialist, Texas Sea Grant



Faculty

Huang Chang, LAND 212 Landscape Design II

Bill Eisele, PLAN 678 Applied Transportation Studio

Brent Fortenberry, ARCH 347 Recording Historic Buildings

Tara Goddard, PLAN 658 Plan Implementation

Dmitri Koustov, ARTS 308 Sculpture

Phil Lasley, PLAN 661 Communication in Planning

Russel Reid, LAND 212 Landscape Design II

David Retchless, GIS Spatial Analysis and Modeling (TAMU Galveston)

Ashley Ross (TAMU Galveston)

PLAN 658/662 Students

Yuefeng Chen

Madison Galarza

Xiaoyu Hu

Anjali Katare

Felicity Owens

Rudolfo Paras

Xuejiao Wang

Jani Wertin

Chandler Wilkins

PLAN 678 Students

Jose Cazares

Rudolfo Paras

Yongxin Peng

Xuejiao Wang

LAND 212 Students

Sarah Albosta

Cavan Anton

Kurtis Bradicich

Hope Brice

Coby Chambliss

Arexy Deleon

Alicia Garza

Kendall Girault

Ryley Golladay

Michael Herndon

Brianna Houser

Nhan Huynh

Leslie Kippes	Stephanie Morris	Denisse Ramirez	Corben Wendt
Agustin Garcia	Riley Nystrom	Kyla Reid	Callie Whitbeck
Austin McCoy	Alex Pittman	Katarina Urdiales	

URPN 493 Students

Carl Ahrens	Katherine Brief	Hannah Holt	Hoang Nguyen	Jonathan Sosebee
Cynthia Alegria	Wing Ki Chan	Dylan Jones	Rene Ochoa	Madison Trasher
Olivia Alvarado	Carlo Chunga	Christina Kainer	Ethan Oliphant	Martha Vilas
Anoop Balachandran	Pizarro	Paige Lipetska	Christian Poche	Kara Vo
Miguel Barbosa	Ryan Clark	Yichen Liu	Bara Sarafova	Taylor Williams
Patrick Bauer	Jeffrey Colston	Justin McBryde	Xinglong She	Douglas Wologo
Katherine Beadle	Parker Frede	Ilvea Morris	Maria Skrut	Caleb Yeager
Preston Beynon	Andrew Glazener	Jose Andres Munoz	Logan Smith	
Jose Bogran	Alexis Hernandez	Amanda Mushinski		

GEOG 665 Student

Abbey Hotard



The Legacy Project

The University of Texas at Arlington

Samantha Bradley

Dilara Cirit

Jaric Jones

L. Catherine Osborn

Kelsey Poole

James Stratton

Texas A& M University

Mohammad J. Biazar

Yuefeng Chen

Anjali Katare

Samina Limkhedawala

Maria Isabel Martinez

Felicity Owens

Rodolfo Paras

Julio Villalobos-Torres

Chandler Wilkins

Forrest Williams

The University of Texas at San Antonio

Hondo Aguilar

Veronica Escalera-Ibarra

Marco Hinojosa

Sheereen Ibtesam

Justin Malone

Michael Pepe

Dominic Silva

Texas Southern University

Stephania Alvarez

Jason Moreno

Andret Rayford

TTC Interns

Miqdaad Bhuriwala

Mohammad J. Biazar

Anjali Katare

Samina Limkhedawala

Sanju Maharjan

Raقيبbi Muhammaddi

Madeline Patton

Smruti Parab

Carlo Chunga Pizarro

Soheil Sameti

Emily Tedford

Cover page image by Sarah Albosta, Hope Brice, Stephanie Morris, Kyla Reid

TABLE OF CONTENTS

1. Introduction	1
1. Location & Geography	2
2. Hurricane Harvey Impact	2
3. History	3
4. Population Density	3
5. Race Distribution	4
6. Population Projections	5
7. Population Comparisons	6
8. Gender & Age Distribution	6
9. Vulnerable Populations	7
10. Education	7
11. References	10
 2. Plan Process	 11
1. Getting Started	12
2. Envisioning the Future	17
3. Final Public Presentation & Open House	19
 3. Land Use & Development	 21
1. Introduction	22
2. Existing Conditions	22
3. Future Land Use Scenarios	29
4. Recommendations	32
5. References	34
 4. Transportation	 35
1. Introduction	36
2. Local Improvement Priorities	38
3. Existing Thoroughfare, Transit, & Services	40
4. Recommendations	50
5. References	60
 5. Community Facilities	 61
1. Introduction	62



2.	Existing Facilities	64
3.	Community Events	68
4.	Recommendations	68
5.	References	78
6.	Economic Development	79
1.	Introduction	80
2.	Existing Conditions	80
3.	Recommendations	83
4.	References	92
7.	Downtown & Historic Preservation	93
1.	Introduction	94
2.	Existing Conditions	95
3.	Recommendations	96
4.	References	106
8.	Parks & Environment	107
1.	Introduction	108
2.	Existing Conditions	109
3.	Recommendations	119
4.	References	128
9.	Housing	129
1.	Introduction	130
2.	Existing Conditions	130
3.	Recommendations	133
4.	References	140
10.	Implementation	141
1.	Prioritize & Implement	142
2.	Implementation Table	144
3.	Funding Sources	163

An aerial photograph of a large industrial facility, possibly a power plant or refinery, featuring several tall, dark smokestacks and a long, light-colored building. The facility is situated in a green, open landscape with a dirt road and a paved road nearby. The background shows a vast, flat area with some trees and distant structures under a hazy sky. A large red circular graphic is overlaid on the left side of the image.

INTRODUCTION



LOCATION AND GEOGRAPHY

Hitchcock is a small town located in Galveston County (Figure 1.1), nestled up on the Texas Gulf Coast. It lies about 40 miles south-east of Houston. The boundaries of the city encloses an area of land of 60.46 sq. miles, an area of water of 31.64 sq. miles at an elevation just 16 feet above sea level. Hitchcock has more undeveloped land (~90% of total area) than the county combined. Its strategic location gives it a driving force of opportunities in the Houston-Galveston Region.

HURRICANE HARVEY IMPACT

In August 2017, Hurricane Harvey devastated the city, damaging an estimated 70% of homes and flooded the city hall.¹ Due to its location, Hitchcock is highly vulnerable to hurricanes and susceptible to other coastal disasters. Hurricane Harvey made landfall as a Category 4 hurricane near Rockport, Texas on August 25, 2017. Meteorologist predicted a drop of 35-40 inches of rain during the week in Coastal Texas—in some areas expectations were exceeded.² In particular, the Houston-Galveston area experienced unprecedented flooding over the area. At the time of writing, there was no data available for a detailed impact assessment of Hitchcock. Flooding left more than 300,000 people without power, and it is suggested that 500,000 cars were damaged—completed number is still unknown.³ Additionally, toxic substances have reportedly been spreading miles from damaged chemical plants after suffering from Harvey.⁴ There is 1 EPA Superfund^a sites

in Hitchcock and 5 in Galveston, La Marque and Texas City.⁵ Toxic contamination for these sites were not available at the time of writing.

The loss of life is one of the most critical consequences of these disastrous events. A study conducted on the loss of life caused by Harvey estimated that there were 70 fatalities.⁶ Based on the analysis, fatalities occurred across 14 counties—including Galveston. The causes of death include drowning, physical trauma, lack of medical treatment, electrocution, and other causes.⁷

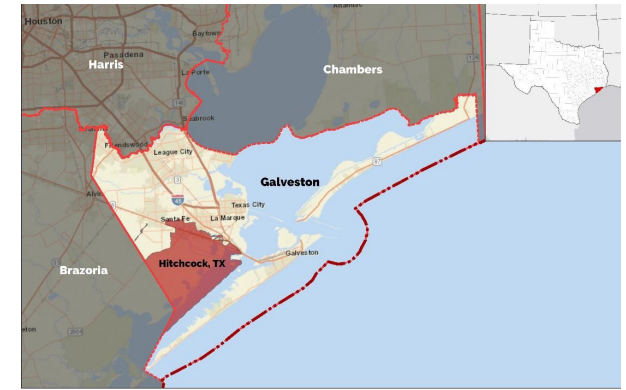


Figure 1.1: Location of Hitchcock City, Texas

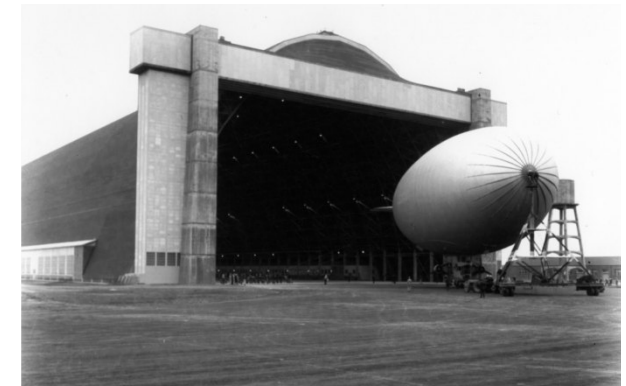


Figure 1.2: Hitchcock Naval Air Station

Source: *The Portal to Texas History*⁶



I'm proud to be from a tight-knit community that sticks together during tough times like during Hurricane Harvey



^a Superfund Sites are contaminated sites due to hazardous waste being dumped, left out in the open, or otherwise improperly damaged these sites include manufacturing facilities, processing plants, landfills and mining sites. In the 1970s, toxic waste dumps received national attention due to the risks to human health and the environment. Congress established the Comprehensive Environmental Response, Compensation and Liability Act, or informally known as Superfund. The act allowed the EPA to clean up contaminated sites and forces the parties responsible for the contamination to either perform cleanups or reimburse the government for EPA-led cleanup work.

HISTORY

On May 31, 1848, Jonas Butler acquired one On May 31, 1848, Jonas Butler acquired one league of land on the Highland Bayou and settled in the area. The community, originally known as Highland, due to the Bayou's high banks, soon welcomed German and French settlers shortly after Butler's arrival.

The early Highland settlers sought to capitalize on marketable fresh fruits and vegetables that were in high demand in the neighboring port city of Galveston. The settlers used their land to grow produce and travel across the Highland Bayou to sell their crop in Galveston. Early travelers used the Bayou to reach Galveston until the 1870s when the Gulf, Colorado, and Santa Fe Railways connected Galveston with the mainland. In 1873, residents renamed the town after Galveston civic leader Lent M. Hitchcock. Emily Hitchcock, the widow of Lent Hitchcock, offered a 450-foot-wide tract from Cow Gully east to the section house for a town site in exchange for renaming the community after her late husband.⁸

Railroads used Hitchcock as a station between Galveston and Houston in 1873, and Hitchcock became a vegetable shipping center toward the end of the 20th century. Around 1891, Thomas King platted Hitchcock's site and by 1892, the town housed 275 residents. The town had two grocery stores, several fruit growers, and commission merchants. Hitchcock had one public school, which opened in 1894, until a second opened in

1907. The town continued to grow and doubled in size to 550 persons by year 1914. New industries emerged in 1914 including a bank, hotel, blacksmith, and three general stores. The town's population declined after 1920 due to the end of local farming, and by 1925 the population was reduced to 350 residents.⁹

An insect plague in the 1930s caused Hitchcock's economy to crash, and the area sustained economic distress until the 1940s. The 1940s brought local oil and gas development, the establishment of Camp Wallace, and the construction of the Hitchcock Naval Air Station (Figure 1.2). The Army used Camp Wallace as discharge centers after World War II, and many of those who passed through the camp became residents. These new additions in the 1940s helped the town's population stabilize. Hitchcock's economy boomed after the war and led to the development of basic infrastructure, including natural gas service, telephone service, sewers and roads, in addition to community services, including a chamber of commerce and churches. Hitchcock also established an independent school district in 1948.¹⁰

Hitchcock benefited from its proximity to the petrochemical industrial centers located in Texas City, Chocolate Bayou, and Freeport. Hitchcock's population grew to 1,105 after 1954 and increased steadily through 1960—when the town was incorporated. The population soared to 6,954 and served 36 businesses in 1968, but this increase was

short lived. The number of Hitchcock residents fell during the 1970s due to the development of the National Aeronautics and Space Administration's (NASA) Project Apollo Space Laboratory Project in Clearwater. NASA's space laboratory project was only 20 minutes away from Hitchcock and turned the town into a residential suburb. Hitchcock grew from 5,565 residents and 25 businesses in 1972 to 6,405 residents and 67 businesses by 1988.¹¹ In 2010, 6,961 residents called Hitchcock home. As per 2018, Hitchcock's population reached the highest recorded amount, at 7,902 persons.¹²

POPULATION DENSITY

The City of Hitchcock is a rural community. As of 2016, the population density of the City of Hitchcock was 123.37 people per square mile, which was a 7.23% increase from the 2010 population of 115.05. The City of Hitchcock has a significantly lower density in comparison to the county,¹³ however it is comparable to the rest of the state.¹⁴ Galveston County's population is denser than the Houston-Galveston region as a whole, with the second highest population density after Harris County within the region.

The high population density of Galveston County is due to the larger cities such as the City of Galveston, Dickinson, Friendswood, and League City, which have a much higher density (8 to 10 times as much) as that of the city of Hitchcock.



RACE DISTRIBUTION

The race distribution in a city is essential to understand its culture and roots. It also helps in ensuring representation, equitable access, and distribution of the resources within the community. The racial composition of the city in 2000 indicates that Caucasians comprised roughly 52% of the population. The second largest racial group was African Americans (33%) followed by the Latinx population (14%). Other racial groups were present in relatively small shares of total population and represent minorities when considered collectively.

Since 2010, the pattern of population change has continued shifting. As Caucasian and the African American populations decreased, the Latinx population has increased. The changes in other minority groups, however, are not so drastic. Currently, though the Caucasian population still makes up the majority with 46% of the population share, and the Latinx population has grown considerably to match the share of the African American population in total population. (Figure 1.3). The recent shifts suggest that the community should look into the needs and requirements of its growing Latinx and other minority populations, and be inclusive to the entire population as stakeholders for future planning processes.

At the present time, though the Caucasian population still makes up the majority with 46% of the population share, the Latinx population has grown considerably to match the share of the Af-

rican American population in the total population share (Figure 1.3). The recent shifts suggest that the community should look into the needs and requirements of its growing Latinx and other minority populations, and should be inclusive to the entire population as stakeholders for future planning processes.

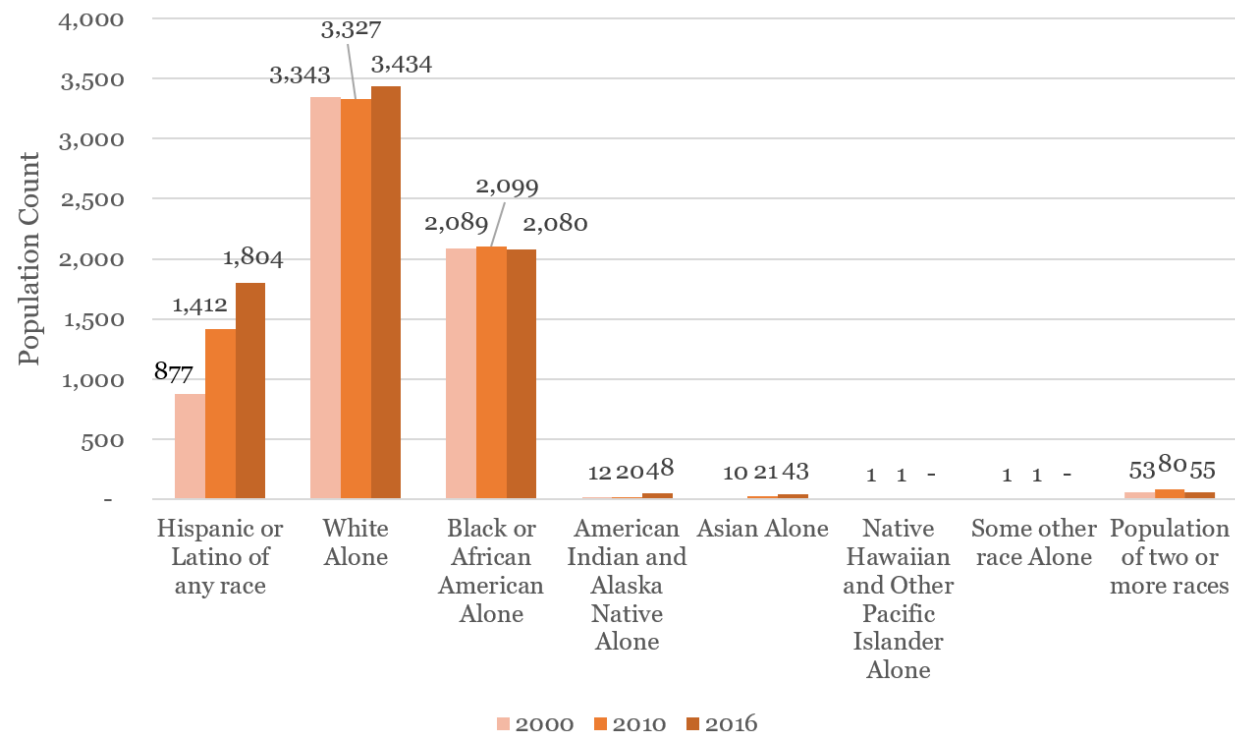


Figure 1.3: Race Distribution Comparison
Source: U.S. Census Bureau, Table P004¹⁵, Table P9¹⁶, and Table B03002¹⁷

POPULATION PROJECTIONS

The forecasts for the regional growth of the Houston-Galveston metropolitan area are predicted to be strong, and the city of Hitchcock is expected to follow a similar trend as the county. The H-GAC and the Texas State Water Plan have published official population predictions to project the growth (Table 1.1).

The 2016 population of the City of Hitchcock was an estimated 7,464 people; therefore, the forecasts by the Water Board seems more realistic and plausible. For the purpose of all the following sections dealing with projections, 2016 estimated population is taken as base. The following subsections attempt to inform how the projections appear across age, gender, race and geography.

POPULATION COMPARISONS

Table 1.2 shows the population comparisons between Hitchcock, La Marque, Texas City and Santa Fe.

Table 1.1: Published Population Projections

Year	Texas State Water Plan Projections			HGAC Projections		
	Hitchcock	La Marque	Texas City	Hitchcock	La Marque	Texas City
2020	8,604	20,111	51,369	10,494	19,578	54,132
2030	10,217	21,970	56,474	11,382	21,902	61,966
2040	11,248	22,429	60,714	12,365	23,299	66,061
2050	12,053	22,810	64,373	Not Published	Not Published	Not Published
2060	12,692	23,130	67,607	Not Published	Not Published	Not Published
2070	13,205	23,414	70,539	Not Published	Not Published	Not Published

Source: Texas State Water Plan¹⁸ and HGAC Population Growth Forecasts¹⁹

Table 1.2: Published Published Census Data

Census Year	Hitchcock	La Marque	Texas City	Santa Fe
2010	6,961	14,509	45,099	12,222
2000	6,416	13,729	41,566	11,123
1990	5,868	14,120	40,120	8,429

Source: www.censusviewer.com



GENDER AND AGE DISTRIBUTION

The female to male ratio (Figure 1.4) has been stable through recent past, and the trend is expected to continue.²⁰ The female population was 52.11% of the total population of the city per the 2010 Census,²¹ which implies that there were 91.9 males per 100 females in the City of Hitchcock. It is important to note that almost 30% of Hitchcock's total population is part of the city's student population. Some characteristic indicators of the population are also the dependency ratios. The overall age dependency ratio^b for the City of Hitchcock was 78.2, with old-age dependency^c ratio at 24.3 and child dependency^d ratio at 53.9.

The age distribution of the City of Hitchcock in 2010 reflects the patterns followed by the county. However, the population distribution for 2016 seems to have a concentration of either adolescent or middle-aged population.

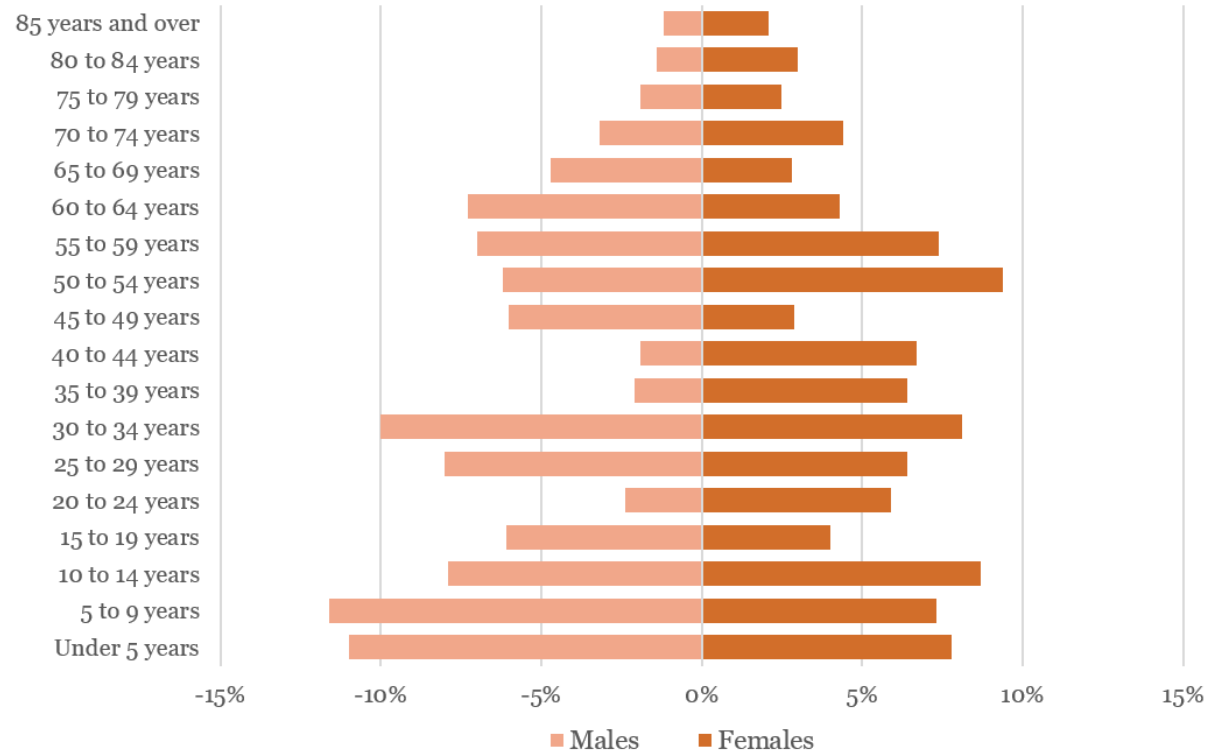


Figure 1.4: Age-Sex Pyramid (2016 ACS Population)

Source: U.S Census Bureau, Table S0101²⁵

^b A measure defined by dividing the combined under 18 years and 65 years (the dependents, typically not considered in the labor force) and over by the 18-64 years population (the productive, typically in the labor force) and multiplying by 100. (American Community Survey and Population Estimates Program).

^c A measure derived by dividing the population 65 years and over by the 18 to 64 years population (working age population) and multiplying by 100. (American Community Survey).

^d A measure derived by dividing the population under 18 years by the 18 to 64 years population (working age population) and multiplying by 100. (American Community Survey).

AGE

The population projections by age inform the community for the need of planning efforts regarding certain age groups. It can be helpful as it may estimate if the community will see a large dependent population and hence, prepare in advance for it.

These projections are done by assuming the Census population of 2010 as the base population. The projections take into account the annual births rates by women in fertility cohorts, the survival rates or death rates of each cohort as it advances into the next, and the net migration for the State of Texas.

Figure 1.5 shows that although the overall population is expected to grow for the next few decades, the age cohorts corresponding to young children, people over 65 years of age, and peak-career professionals witnesses the highest increase. Hence, these age cohorts may require more consideration in future planning efforts.

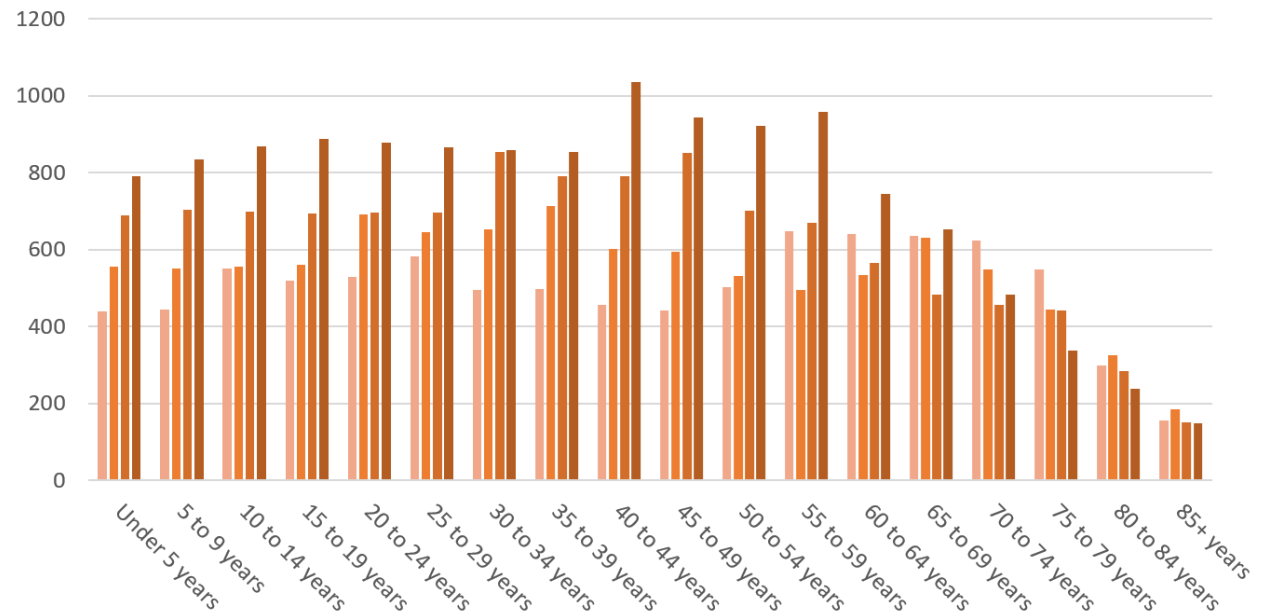


Figure 1.5: Population Projections by Age



GENDER

Considering the past trends in the gender ratio, it can be estimated that the female population would continue to be larger than the male population (Figure 1.6). Even though the past trends indicate that the female to male ratio is continually increasing, it is estimated that the ratio will become stable in the future.

VULNERABLE POPULATIONS

Almost 25% of Hitchcock’s population is living in poverty, which is more pronounced among racial and ethnic minorities. Hitchcock is also home to a large and increasing population²⁶ of the younger and elderly demographic.²⁷ Additionally, 18.8% of the population reported a hearing, vision, cognitive impairment, ambulatory difficulty, or self-care disability.²⁸ This abundance of young, elderly, and persons with disabilities make it imperative for cities to use principles of accessible design in public areas. It is the responsibility of Grow Hitchcock to pay particular attention to providing safe access to public facilities and city amenities.

EDUCATION

The total student population of the City of Hitchcock is about 2,235 people, which is 29.94% of the total population (Table 1.3). Hitchcock is served by 2 school districts Hitchcock ISD and Santa Fe ISD. During the 2017 to 2018 school year, Hitchcock ISD had 1649 students enrolled.

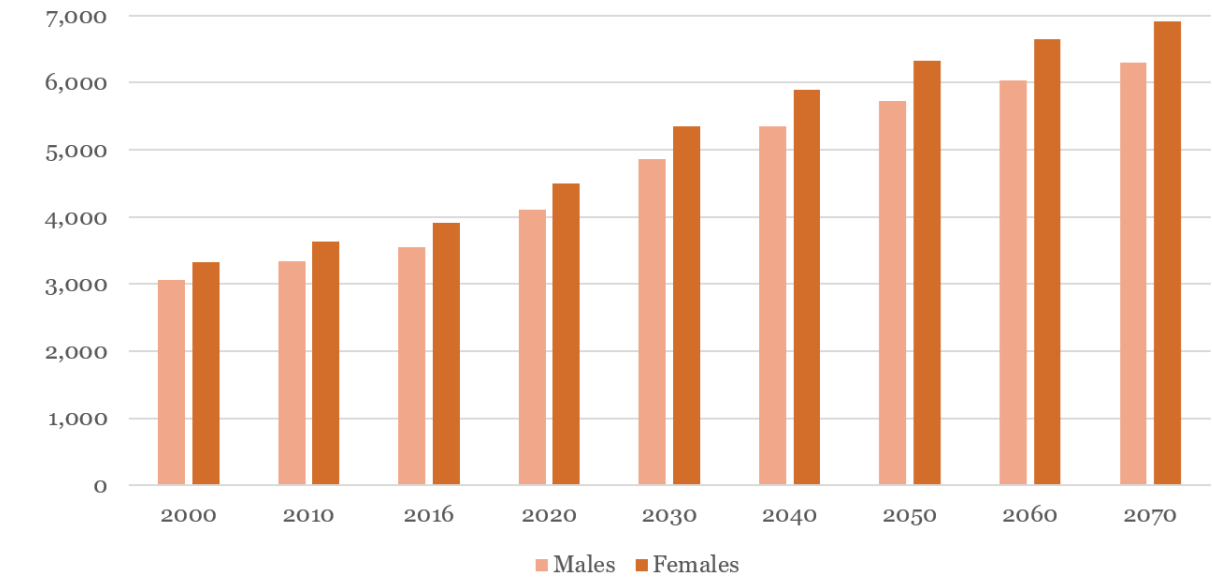


Figure 1.6: Population Projections by Gender

Table 1.3: School Enrollment (2016 Estimates) for the City of Hitchcock, TX.

Subject	Total	Percentage
Population 3 years and over, enrolled	2,235	x
Nursery School, Pre-school	216	9.70%
Kindergarten to 12th grade	1,572	70.30%
College, Undergraduate	409	18.30%
Graduate, Professional School	38	1.70%

Source: U.S. Census Bureau, Table S1401²⁹



Figure 1.7: Hitchcock Water Tower

EDUCATIONAL ATTAINMENT

With correlations to employment opportunities, income, and poverty, educational attainment can indicate or provide insight into potential opportunities and barriers that a community may face. Figure 1.8 and 1.9 displays the percentage of the population aged 18 to 24 and 25 and older, respectively, at each level of educational attainment for Hitchcock.

When reviewing the statistics for age 25 and older, additional details, such as population that did not complete the 9th grade are also added (Figure 1.9). This extent of detail enables the community to assess areas that demand attention for improvement of the overall state of the community.

Observing both the cohorts for educational attainment it can be said that the community is invested in getting the basic education (Figure 1.8 and Figure 1.9).

The student population with a Bachelor's Degree or higher, for the City of Hitchcock (13%), is significantly low in comparison to the county (29%) or the state (28%) statistics.²⁸ Educational attainment is directly related to the employment opportunities, the demand of the industry, and the incomes for highly specialized individuals.

Table 1.4: School Enrollment (2017-2018) for Hitchcock ISD

Schools	Grades	Students
Crosby Middle	6-8	290
Hitchcock HS	9-12	366
Hitchcock Headstart	PK	221
Hitchcock PRI	PK-2	420
Stewart EL	3-5	352
Total	5	1,649

Source: CCD Public school data 2017-2018, 2018-2019 school years³⁰

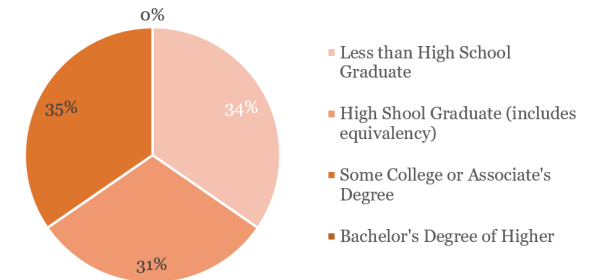


Figure 1.8: Educational Attainment (2016 Estimates) age 18 to 24 years

Source: U.S. Census Bureau, Table S1501³¹

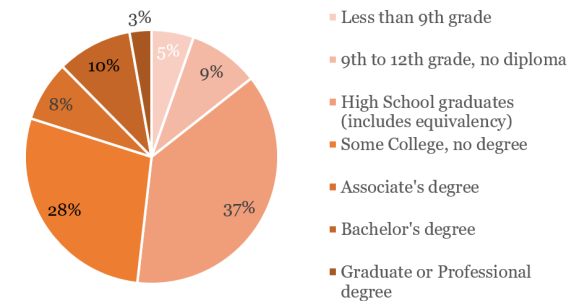


Figure 1.9: Educational Attainment (2016 Estimates) 25 years and over

Source: U.S. Census Bureau, Table S1501³²



REFERENCES

- ¹ Sabrina Schwertner, Personal communication. City of Hitchcock. April 26, 2018.
- ² Sebastian, T., Lendering, K., Kothuis, B., Jonkman, B., van Gelder, P., Nespeca, V. (2017a). Hurricane Harvey Report: A fact-finding effort in the direct aftermath of Hurricane Harvey in the Greater Houston Region. Delft: Delft University Publishers.
- ³ Ibid
- ⁴ Ibid
- ⁵ United States Environmental Protection Agency. Superfund Site Information. Retrieved from <https://cumulis.epa.gov/supercpad/Cursites/srchsites.cfm>
- ⁶ Jonkman, S. N., Godfroy, M., Sebastian, A., & Kolen, B. (2018a). Brief communication: Loss of life due to Hurricane Harvey. *Natural Hazards and Earth System Sciences*, 18(4), 1073-1078. doi:10.5194/nhess-18-1073-2018
- ⁷ Jonkman, S. N., Godfroy, M., Sebastian, A., & Kolen, B. (2018b). Brief communication: Loss of life due to Hurricane Harvey. *Natural Hazards and Earth System Sciences*, 18(4), 1073-1078. doi:10.5194/nhess-18-1073-2018
- ⁸ Henckel, L., & Peterson, D. (n.d.). Hitchcock History. Genevieve Miller Hitchcock Public Library retrieved from [http://www.hitchcockpubliclibrary.org/Archives Department/hitchcock-history](http://www.hitchcockpubliclibrary.org/Archives%20Department/hitchcock-history)
- ⁹ Kleiner, D. J. (2010, June 15-a). HITCHCOCK, TX. Texas State Historical Association. Retrieved from <https://tshaonline.org/handbook/online/articles/hfh06>
- ¹⁰ Kleiner, D. J. (2010, June 15-a). HITCHCOCK, TX. Texas State Historical Association. Retrieved from <https://tshaonline.org/handbook/online/articles/hfh06>
- ¹¹ (n.d.). City of Hitchcock. Retrieved from <http://www.cityofhitchcock.org/about-hitchcock/history/>
- ¹² "U.S. Census Bureau QuickFacts: Hitchcock City, Texas." Census Bureau QuickFacts, www.census.gov/quickfacts/hitchcockcitytexas.
- ¹³ 831.97 people per mile squared in 2016 as against 770.65 people per mile squared in 2010.
- ¹⁴ 102.93 people per mile squared as against 96 people per mile squared in 2010.
- ¹⁵ United States Census Bureau, Decennial Census, 2010, Table P004, Hispanic or Latino, or not Hispanic or Latino by Race, https://factfinder.census.gov/bkmk/table/1.0/en/DEC/00_SF1/P004/1600000US4834220|1600000US4862804
- ¹⁶ United States Census Bureau, Decennial Census, 2010, Table P9, Hispanic or Latino, or not Hispanic or Latino by Race, https://factfinder.census.gov/bkmk/table/1.0/en/DEC/10_SF1/P9/1600000US4834220|1600000US4862804
- ¹⁷ United States Census Bureau, ACS 5-Year Estimates, 2016, Table B03002, Hispanic or Latino by Race, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/B03002/1600000US4834220|1600000US4862804
- ¹⁸ Texas Water Development Board, 2017 Texas State Water Plan, <https://2017.texasstatewaterplan.org/entity/950>
- ¹⁹ Moses Karankawa Bayous Alliance, Highland Bayou Watershed Protection Plan, <https://agrilife.org/highlandbayou/project-data-2/highland-bayou-characterization/land-use-and-population/>
- ²⁰ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S0101, Age and Sex, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S0101/1600000US4834220|1600000US4862804
- ²¹ United States Census Bureau, Decennial Census, 2010, Table QT-P1, Age Group and Sex: 2010, https://factfinder.census.gov/bkmk/table/1.0/en/DEC/10_SF1/SF1D-P1/1600000US4834220
- ²² United States Census Bureau, ACS 5-Year Estimates, 2016, Table S0101, Age and Sex, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S0101/1600000US4834220|1600000US4862804
- ²³ Ibid
- ²⁴ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S1903, Median Income in the past 12 months (in 2016 Inflation-Adjusted Dollars) https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S1903/0400000US48|0500000US48167|1600000US4834220
- ²⁵ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S1810, Disability Characteristics, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S1810/0400000US48|0500000US48167|1600000US4834220
- ²⁶ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S1401, School Enrollment, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S1401/1600000US4834220
- ²⁷ National Center for Education Statistics, CCD Public school district data for the 2017-2018, 2018-2019 school years, https://nces.ed.gov/ccd/districtsearch/district_detail.asp?ID2=4823310
- ²⁸ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S1501, Educational Attainment
- ²⁹ United States Census Bureau, ACS 5-Year Estimates, 2016, Table S1501, Educational Attainment



PLAN PROCESS



GETTING STARTED

In order to bring about change in the City of Hitchcock, community members need to band together with a common goal of improving their city for the better. The Comprehensive Planning Process is about getting the whole community actively involved, from community and government officials to teachers and business owners. The issues and assets discussed within Hitchcock's 20/20 Vision impact every member of the community, so it was vital for them to be involved at every stage.

The purpose of this chapter is to thoroughly explain the participatory planning process, which utilized the seven-phased inclusive plan-making process.

Table 2.1: Meeting Schedule

Meeting Date	Meeting Information	Meeting Location	Meeting Information
August 7, 2018	Planning Kick Off - State Of Community Presentation Public Meeting	Greater St. Matthews Baptist Church	Objectives <ul style="list-style-type: none"> ▪ Kick off the comprehensive planning process ▪ Present the existing conditions and trends
September 11, 2018	Texas Rural Leadership Program Workshop - Task Force Meeting	Hitchcock IDC	Objectives <ul style="list-style-type: none"> ▪ Prepare the taskforce for the planning process ▪ Discuss assets of the community
October 9, 2018	Community Assets Task Force Meeting	Genevieve Miller Hitchcock Public Library	Objectives <ul style="list-style-type: none"> ▪ Determine the themes of the Comprehensive Plan ▪ Discuss assets of the community ▪ Discuss unanswered questions about the community
November 13, 2018	Comprehensive Plan Public Meeting	Galveston County Fairground	Objectives <ul style="list-style-type: none"> ▪ Understand what is important for the community ▪ Establish a comprehensive list of the community's desires ▪ Discuss what the community wants and where
January 29, 2019	Task Force Meeting with TSU	Genevieve Miller Hitchcock Public Library	Objectives <ul style="list-style-type: none"> ▪ Give updates and results from previous public meeting ▪ Discuss Historical District process ▪ Discuss Legacy Projects ▪ Discuss next steps
February 12, 2019	Transportation Task Force Meeting	Genevieve Miller Hitchcock Public Library	Objectives <ul style="list-style-type: none"> ▪ Identify issues and opportunities in the transportation network (vehicular, pedestrian, bicycle, and transit)

Meeting Date	Meeting Information	Meeting Location	Meeting Information
March 5, 2019	Scenario Planning Public Meeting	Gulf Coast Four- square Church	Objectives <ul style="list-style-type: none"> Present and brainstorm scenarios and development concepts Present the findings and initial recommendations for transportation network
April 30, 2019	Final Public Presentation and Open House	Greater St. Matthews Baptist Church	
June 26, 2019	Implementation Actions Task Force Meeting	Genevieve Miller Hitchcock Public Library	Objectives <ul style="list-style-type: none"> Discuss the implementation steps, responsible parties, and timeline Finalize the Future Land Use Map

Collaboration

- Texas Target Communities
- Texas Rural Leadership Program
- Community Resilience Collaborative
- TAMU College of Architecture
- APA TX Legacy Project
 - Texas State University
 - Texas Southern University
 - UT - Arlington
 - UT - Austin
 - UTSA
 - University of Houston
- TAMU - Galveston

Understanding Hitchcock

In August of 2017, the City of Hitchcock was among those affected by Hurricane Harvey. With the hope of restoring what was lost in the hurricane, the community applied to be a part of the Texas Target Communities program, and, thus, began the Comprehensive Planning process. The first step in the planning process was the collection of information about the community for a State of Community Report (SOC). This report is composed of data from a wide variety of sources to identify current conditions, trends, and patterns. It describes the history of Hitchcock and the conditions of demographics, housing, economy, environment, hazards, transportation, community facilities, and zoning.

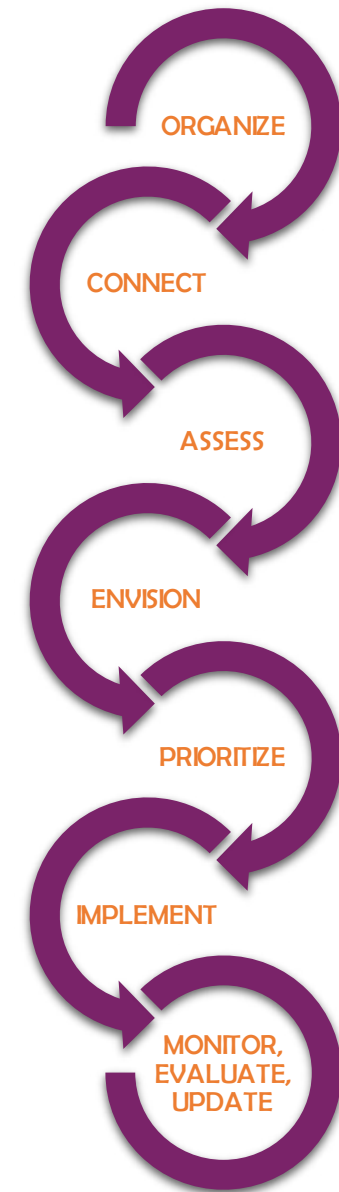


Figure 2.1: Comprehensive Plan Making Process



On August 7, 2018, Hitchcock held the Comprehensive Planning Kick-off public meeting to get the community involved in the process. Meeting attendees included community members, city officials, business people, teachers, Chamber members, and religious leaders. During this meeting, attendees were presented the State of Community report. They discussed the information presented in the report and what other things they hope to learn about the city.

The attendees participated in an activity to brainstorm the challenges and opportunities in the community.

Assembling the Task force

To guide the development of the plan, the City invited interested community members to form the community task force. The task force represents various communities within the City of Hitchcock and guides the development of the plan. Their job is to garner community feedback, represent the needs and desires of the community as a whole and act as a conduit for information and communication with the community. The goals of the task force are:

- To establish and affirm a community-wide vision for the future of the city,
- To identify community assets, strengths, and opportunities for expansion or growth
- To determine goals and priorities for the topics within the comprehensive plan: Growth and development, economic development, community facilities and infrastructure, transportation, parks and recreation, and housing.

The committee members committed to attend regularly scheduled meetings where they discuss the past, create a vision for the future, prioritize strategies, and identify needed steps for implementation.



Figure 2.2: Kickoff Meeting

WHAT MAKES YOU PROUD TO BE A RESIDENT OF HITCHCOCK?

A Comprehensive Plan is made up of assets and opportunities of improvement, but an important aspect of the planning process is identifying things about the community that make people proud to be residents and what things are important to them. The planning team collected feedback from the public after asking them "What makes you proud to be a resident of Hitchcock?" Their feedback can be seen in the word cloud (Figure 2.3).



Figure 2.3: Community Feedback Word Cloud

Preparing the Taskforce

To prepare the task force for the planning process, Texas Target Communities (TTC) partnered with Texas Rural Leadership Program (TRLP), a program associated with the Texas A&M University. This program “prepares inclusive leaders to use an appreciative approach in identifying community assets, brings people together, addresses common concerns, strengthens the vitality of our rural communities, and connects people to resources.” On September 11, 2018, Craig Rotter from TRLP led the conversation on leadership, appreciative inquiry, and assets. Instead of focusing on weaknesses and deficiencies, the task force was encouraged to focus on strengths and potentials. Members were instructed to write down community assets under seven different categories seen in Figure 2.4 .

At the October 9th task force meeting, the task force members agreed on set of ground rules to ensure that everyone was on the same page and working toward the same goals. The following rules were outlined for the group:

1. Explore alternative viewpoints
2. Share all relevant information
3. Use specific examples
4. Combine advocacy and inquiry
5. Jointly agree on next steps
6. Discuss undiscussable issues

During this meeting, the task force discussed the underlying themes that started to emerge from the conversations within the community. The primary

themes (Table 2.2) were Quality of Life, Planned Growth & Sustainable Development, and Small-town Feel. The task force then discussed the areas that are of highest concern for the community.



Figure 2.4: Planning Process Categories

Source: Developed from Texas Rural Leadership Program Presentation on September 11, 2018.

Table 2.2: Comprehensive Plan Themes

Quality of Life	Planned Growth and Sustainable Development	Small-town Feel
Focus Area: improving existing neighborhoods, improving community facility and infrastructure, quality education and opportunities for youth, community health and safety, walkability Assets: fresh air and green grass, visible street signs, inexpensive land, good schools, access to the water	Focus Area: growth and future development, future land use, road expansion, industries Assets: Land Gefer, F.M. 2004, county collaboration, wetlands, FTZ	Focus Area: sense of community, sense of place -preserve historic heritage, maintain and enhance community character, beautification Assets: road access, citizen engagements, Little League, water access, community art projects, Harbor Walk, Good Ole Days Fairground



Hitchcock Highschoolers visit TAMU Campus

On October 5, 2018, a group of students from Hitchcock High School had the opportunity to take a field trip to College Station to visit Texas A&M (Figure 2.5). During their visit, they learned about city planning and discussed their community. The planning team was able to gather their responses in regards to the assets and things that they feel are needed in their city. From a deficit in entertainment and medical facilities to the lack of a grocery store and restaurants, the students revealed their concerns.



Figure 2.5: Hitchcock High School students visit TAMU

The Legacy Project

The Legacy Project is an annual project hosted by the Texas chapter of the American Planning Association (APATX). City Planning students from universities across Texas helped develop resiliency plans for Hitchcock. The plans offered range of solutions to a myriad of problems facing Hitchcock. The task force discussed the proposals to include in the plan.

Texas A&M University (TAMU): Master of Urban Planning students prepared their proposal focusing on topics of economic stability, pedestrian

mobility, beautification, and placemaking, which reflect their problem statement and overall vision for the community.

The University of Texas at Arlington (UTA): UTA Master of City and Regional Planning, Architecture, and Real Estate Finance students focused on Hitchcock's downtown community facilities and redevelopment. In order to create more economic development opportunities, offer public services, and foster placemaking and community engagement, they proposed that Hitchcock needs to increase their number of public facilities. These investments will go directly back into creating jobs and improving the city's sense of place.

Texas Southern University (TSU): The TSU student proposal dealt with food insecurity and city beautification. They describe Hitchcock's barriers to healthy food access and the community's need for a vibrant city center that will build on the city's green spaces and create a space for community involvement.

The University of Texas at San Antonio (UTSA): The UTSA students' proposal focused on green planning for resiliency. They found that Hitchcock is not set up to be resilient against flood events and severe weather, so, in their proposal, they discuss ways that "green planning" can be incorporated into greenways, infrastructure, and building codes.

Visioning Meeting

On November 13, 2018, Hitchcock community was invited to a public meeting at the Galveston County Fairground to discuss the vision of Hitchcock. During this meeting, residents contributed thoughts on the themes identified earlier, brainstormed new opportunities, and discussed other areas of concerns. Together the community established the vision for Hitchcock. Further, Hitchcock residents identified area of focus that support and guide community vision.



The City of Hitchcock is an inclusive and resilient community, which takes pride in its cultural heritage, while fostering a high quality of life and sustainable economic growth




SAVE THE DATE!

Join us for a community gathering to **PLAN THE FUTURE OF HITCHCOCK**

You are invited to attend a public meeting to identify assets in the community and discuss the directions we might take to reach our potential as a thriving community.



WHY

To share your vision for your community



WHO

Seeking residents of ALL ages with wide range of interests. Kids welcome!



WHEN

November 13, 2018
6:00 PM- 7:30 PM



WHERE

Galveston County Fair & Rodeo
10 Jack Brooks Rd, Hitchcock, TX 77563

Kids' activities and light dinner provided!

Figure 2.6: Public Meeting Save the Date

Quality Infrastructure

A. Traffic signals by the high school to solve speed issues.	B. Provide town-wide wifi.	C. Improve drainage back out to the bayou.	D. Address sustainability opportunities for water, and sewer.
E. Upgrade the piers and boat.	F. Identify the residents that need transit and provide bus service.	G. Add sidewalks near schools and main thoroughfares.	H. Create recycling program.

Handwritten notes on sticky notes:
 - "Idea: Add a bike lane on Highway 45"
 - "Idea: Create a community garden"
 - "Idea: Upgrade the pier at the end of town"
 - "Idea: Add a public art installation"
 - "Idea: Create a walking trail through the bayou"
 - "Idea: Add a public library branch"
 - "Idea: Create a community center"
 - "Idea: Add a public parking lot"
 - "Idea: Create a community garden"
 - "Idea: Upgrade the pier at the end of town"
 - "Idea: Add a public art installation"
 - "Idea: Create a walking trail through the bayou"
 - "Idea: Add a public library branch"
 - "Idea: Create a community center"
 - "Idea: Add a public parking lot"

Stats + Facts

Population: 7,464

Expected population by 2040: 11,000-12,000

Current facilities are concentrated around city center (on HWY 6)

Assets

- Interstate Highway 45
- State Highway 6
- FM2004
- BNSF Rail Tracks
- Union Pacific Rail Tracks
- Diversory Canal
- Good traffic flow
- Plenty of available Land

Figure 2.7: Quality Infrastructure Chart

Mindful Development

A. Develop land while preserving the wetlands.	B. Utilize available land for development.	C. Consider possibility of building wind farms.	D. Develop eco-tourism.
F. Create connected green spaces.	G. Attract businesses and industries while keeping Hitchcock's small town feel.	H. Develop Hitchcock as an ideal retirement community.	

Handwritten notes on sticky notes:
 - "Idea: Add a bike lane on Highway 45"
 - "Idea: Create a community garden"
 - "Idea: Upgrade the pier at the end of town"
 - "Idea: Add a public art installation"
 - "Idea: Create a walking trail through the bayou"
 - "Idea: Add a public library branch"
 - "Idea: Create a community center"
 - "Idea: Add a public parking lot"
 - "Idea: Create a community garden"
 - "Idea: Upgrade the pier at the end of town"
 - "Idea: Add a public art installation"
 - "Idea: Create a walking trail through the bayou"
 - "Idea: Add a public library branch"
 - "Idea: Create a community center"
 - "Idea: Add a public parking lot"

Stats + Facts

Total Area: 68 square miles

58.7 square miles fall within a special flood hazard zone

90% of total area is undeveloped

Industry Specialization:

- Educational Services
- Construction
- Manufacturing
- Public Administration
- Real Estate, Rental and Leasing

Assets

- Rich biodiversity and habitat
- Large areas available for development
- HWY 6 and FM 2004
- Wetlands
- Young Workforce

Figure 2.8: Mindful Development Chart

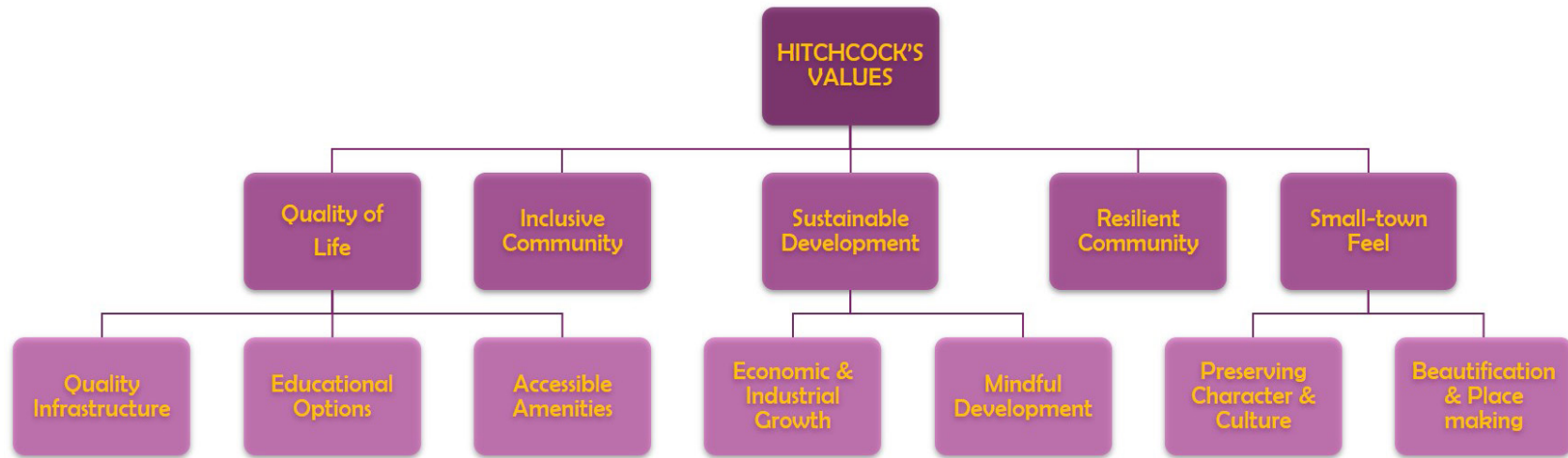


Figure 2.9: Hitchcock's Values

Beautification Task Force

Recognizing the need to enhance the community spirit and visual appeal, a committee was assembled to focus on beautifying Hitchcock. The group assembles lists of different community groups and assets including the Boy Scouts, Girl Scouts, Cub Scouts, and their parents, student organizations through the school system, Daughters of the American Revolution, and Master Gardeners. The group assembled a list of areas that need attention and potential projects that would uplift the atmosphere of Hitchcock. The projects included dog parks, street lights, tree planting, community gardens, recycling programs, and mural projects.



Figure 2.10: Park Restoration by the Beautification Task Force

Transportation

During the February 12, 2019 meeting, the task force discussed the issues and opportunities for Hitchcock's transportation network. Several maps were distributed and the task force members worked together to identify focus areas and points of interest, service gaps and areas for improvement. They went through three rounds of discussion, focusing on issues relating to vehicles, pedestrians, and bicycles.

The group expressed concerns about visibility and sidewalks, the need for roadway improvements and drainage maintenance, and concerns about general public safety for drivers and pedestrians alike. Chapter 4 of this plan goes into further detail and describes the recommendations of the transportation network.

Scenario Planning

On March 5, 2019, a public meeting was held to present and discuss possible scenarios and development concepts for the city. There were three scenarios presented at the meeting: "Business as Usual", "Small town charm", and "Live, Work, Shop, Hitchcock". These scenarios are discussed in detail in Chapter 3. Additionally, findings and initial recommendations for the transportation network were presented.

New City Hall Site Plans

In 2017, Hurricane Harvey caused massive flooding and damages to the current City Hall building in Hitchcock. The city is planning to move its City Hall to a new site and to construct a City Hall building complex with a couple of different site options in mind. One of the site options is located on the north side of SH next to Main Street, and the alternative site is located at the Good Ole Days fairground, which is right next to the Hitchcock Chamber of Commerce.

A TAMU Landscape Design course was selected to assist the city in their decision-making process. In March 2019, the class took a field trip to Hitchcock to tour the existing City Hall, meet with community leaders, and visit project sites.

The students conducted a focused site inventory and analysis and identified the opportunities and constraints for the potential development sites. In groups, they developed a site development program and established design guidelines specifically one of the sites, suggested landscape design and architectural styles for the new city hall building. The student projects were to meet several requirements:

- Sustainability
- Multifunctionality
- Flexibility/Expandability
- Accessibility
- Imageability
- Feasibility

See chapter 5 for design suggestions.

Final Public Presentation

The final public meeting took place on April 30, 2019 to present the vision and topic strategies to the community. TTC walked through the 20/20 Vision including the goals and recommendations for overall city improvement. Additionally, the TAMU Landscape Design students presented their design plans for the Good Ole Days and Stringfellow Orchards Sites to City Hall.



Figure 2.11: Meeting Participants



Figure 2.12: Final Open House



The following Chapters describe the existing conditions, recommendations, goals and objectives for Land Use, Transportation, Community Facilities, Economic Development, Downtown & Historical Preservation, Parks & Environment, and Housing.



Figure 2.13: Working together with community for 20/20 Vision



LAND USE



INTRODUCTION

Land use describes a way to categorize the activities and structures that exist on a piece of property. Smart and prudent planning allows cities to efficiently manage the use of their land for current and future residents. This chapter focuses on land use and physical development in Hitchcock, discussing priorities the city could focus on to organize and encourage responsible growth. A recommended future land use map and its characteristics are presented as a schematic look at how Hitchcock might encourage development as it embraces resilient growth while protecting its small town character and natural resources.

Hitchcock's zoning ordinance establishes seven zoning districts within the broader residential, commercial, and industrial categories. Residential covers the majority of the city, and most of the city is zoned for this use. Industrial uses take up most of the remaining land area of the city, with commercial uses and open space following behind. Overall, the city's land use composition reflects its largely rural and residential character with no defined downtown core. No allowances for mixed uses exist in the city's code of ordinances which reflects the traditional neighborhood development patterns in a relatively rural area.

COMMUNITY FEEDBACK

On the topic of Land Use Planning, the planning team met with current residents to receive their thoughts and wants. The feedback received includes:

- Hitchcock is a tight-knit community and residents would like to maintain its small town character as a quiet, friendly, and safe place to live
- Residents want the city to provide space for new types of commercial and industrial businesses, from offices to a grocery store, in order to increase revenues and bring in new jobs
- Residents have a strong desire for a city center or downtown area in Hitchcock where residents and visitors can gather
- Wetlands, waterways, and the natural biodiversity of Hitchcock are strengths and help reduce flooding while providing an opportunity for outdoor activities
- Parks and open green spaces are important community assets
- Flooding and drainage issues are major threats to the safety and wellbeing of Hitchcock residents
- Residents expressed a desire to better understand zoning and development regulations that impact their homes and businesses

Hitchcock is a city with great potential and many opportunities and is ready to grow in a responsible and sustainable way. With the community's vision in mind, this chapter takes a look at the current conditions of land use in Hitchcock to identify both assets and areas that require more attention.

EXISTING CONDITIONS

Land Use and Zoning Categories

Hitchcock's code of ordinances contains three general land use and zoning districts: Residential, Commercial, and Industrial.¹ Subcategories within each district divide the city into specific land use zones, displayed in Table 3.1.

Table 3.1: Hitchcock Zoning Districts

Abbreviation	Definition
AR	Agricultural Residential
SFR	Single Family Residential
HR	High Density Residential
MH	Manufactured Home
NC	Neighborhood Commercial
GC	General Commercial
GI	General Industrial

Source: City of Hitchcock Code of Ordinances

Residential Districts

1. Agricultural Residential: The city's zoning ordinance designates the Agricultural Residential district as the default category when a lot's zoning has not been determined. Its permitted land uses include detached single-family homes, parks, community facilities, agricultural land, undeveloped land, and undevelopable land. The zone has the purpose of preserving agricultural land and acting as a buffer between higher-density and rural areas. Lots in this district must be at least one acre.

2. Single Family Residential: The Single Family Residential district allows for detached single-family homes and related uses, typically found in traditional neighborhoods and subdivisions. The guidelines for this district are stricter in the types of activities allowed, but they do support some agricultural activities and recreational facilities. Accessory buildings are also regulated in this district, but lots have a smaller minimum area of 6,000 square feet.

3. High Density Residential: The High Density Residential district expands past Single Family by incorporating multi-family residences, such as duplexes and apartments, to its allowable uses. In this district, residential development can hold up to 18 housing units per acre.



Figure 3.1: Agricultural District Homes



Figure 3.2: Single Family Home

Source: realestate and homes



Figure 3.3: Oaks of Hitchcock Apartments

Source: oaksofhitchcock.com



4. Manufactured Homes: The Manufactured Home district, as its name suggests, allows for manufactured homes, specifically those in subdivisions or communities. Subdivisions or manufactured home communities in this district must be at least four acres and must hold four or more lots for manufactured homes. Physical requirements unique to manufactured homes are specified, such as the presence of a greenbelt or landscaping around property boundaries.

Commercial Districts

1. Neighborhood Commercial: The city's code of ordinances contains two commercial districts. The Neighborhood Commercial district comprises of small, low impact commercial uses that fit with surrounding neighborhoods and residences. Permitted uses include libraries, bakeries, museums, offices, and restaurants.

2. General Commercial: In addition to neighborhood commercial uses, the General Commercial District (GCD) allows a wider range of commercial activities in the non-residential areas of the city. These activities range from hardware stores to hospitals - there is quite a bit of flexibility in the types of businesses allowed on property zoned for GCD's.



Figure 3.4: Highland Village Mobile Home Park
Source: Google Street View



Figure 3.6: SH 6 and FM 2004
Source: Google Street View



Figure 3.5: Hitchcock Public Library

Industrial District

General Industrial: The final zoning category, General Industrial, allows for higher impact manufacturing and warehousing. Lots in this district must be at minimum 20,000 square feet, much larger than other zoning districts. The code of ordinances also specifies a number of regulations specific to industrial properties, such as noise and emissions standards. Hitchcock's code of ordinances does not include many common zoning categories such as conservation, recreational open space, and civic space, although these uses are allowed within the city's existing zoning districts.

Land Use and Zoning Composition

Hitchcock's zoning map (Figure 3.8) closely mirrors the city's land use map. However, the zoning map doesn't identify the existing parks as 'Open Space'. Table 3.3 shows the total acreage of each zoning district in Hitchcock. The total acreage differs between the two tables because the land use map contains individual parcels, without roads, while the zoning map contains larger polygons that encompass roads as well. Although this prevents direct comparison by acres, the percent of total land area in each category remains comparable, except for open space category.

Land Use and Land Cover

Hitchcock is an urban area developed with low-to-medium intensity growth patterns. Today,

Hitchcock's land cover (Figure 3.8) consists of cropland, hay and pastureland, urban, commercial, and industrial settlement type land uses, wetlands, and recreational areas.

The development in Hitchcock has stayed fairly compact and is concentrated along the state highway. In recent years, development has started sprawling southeast along the FM 2004. At a glance it appears that there is large amounts of vacant undeveloped land, though most of it is undevelopable, i.e. wetlands. As of 2017, 6.59% of the city's total land is developed, 34% is open water and 27% is wetlands (For a more detailed map on wetlands see Chapter 8).

Flood Risk

As Hitchcock is situated on the coast, a sizable portion of the city resides within a floodplain. About 68% of Hitchcock residents are living within the 100-year floodplain (zone A with a 1% chance of an annual flood event)², while 95% are living in the 500-year floodplain (zone B with a 0.2% chance of an annual flood event). During Hurricane Harvey, flood waters damaged varied areas around the city including historic buildings and public facilities. To become more resilient, the city must focus on where residents, especially vulnerable populations are at risk, and fold these considerations into land use decisions and practices. Figure 3.9 displays flood zones and provides an indication of potential damage to property and loss of life in Hitchcock.

Table 3.2: City Land Area by Use Category

Land Use	Acres	%
Agricultural Residential	34,649	83.76
Single Family Residential	1,969	4.76
High Density Residential	47	0.11
Manufactured Home	39	0.09
Neighborhood Commercial	19	0.05
General Commercial	656	1.59
General Industrial	2,835	6.85
Open Space	1152	2.78
Total	41,366	100

Source: GIS database from Texas Target Communities

Table 3.3: City Land Area by Zoning District

Zoning District	Acres	%
Agricultural Residential	35,779	84.65
Single Family Residential	2,396	5.67
High Density Residential	51	0.12
Manufactured Home	40	0.09
Neighborhood Commercial	37	0.09
General Commercial	767	1.81
General Industrial	2,871	6.79
Open Space	327*	0.77
Total	42,267	100

*Existing parks are not included in open space in the current zoning map

Source: GIS database from Texas Target Communities

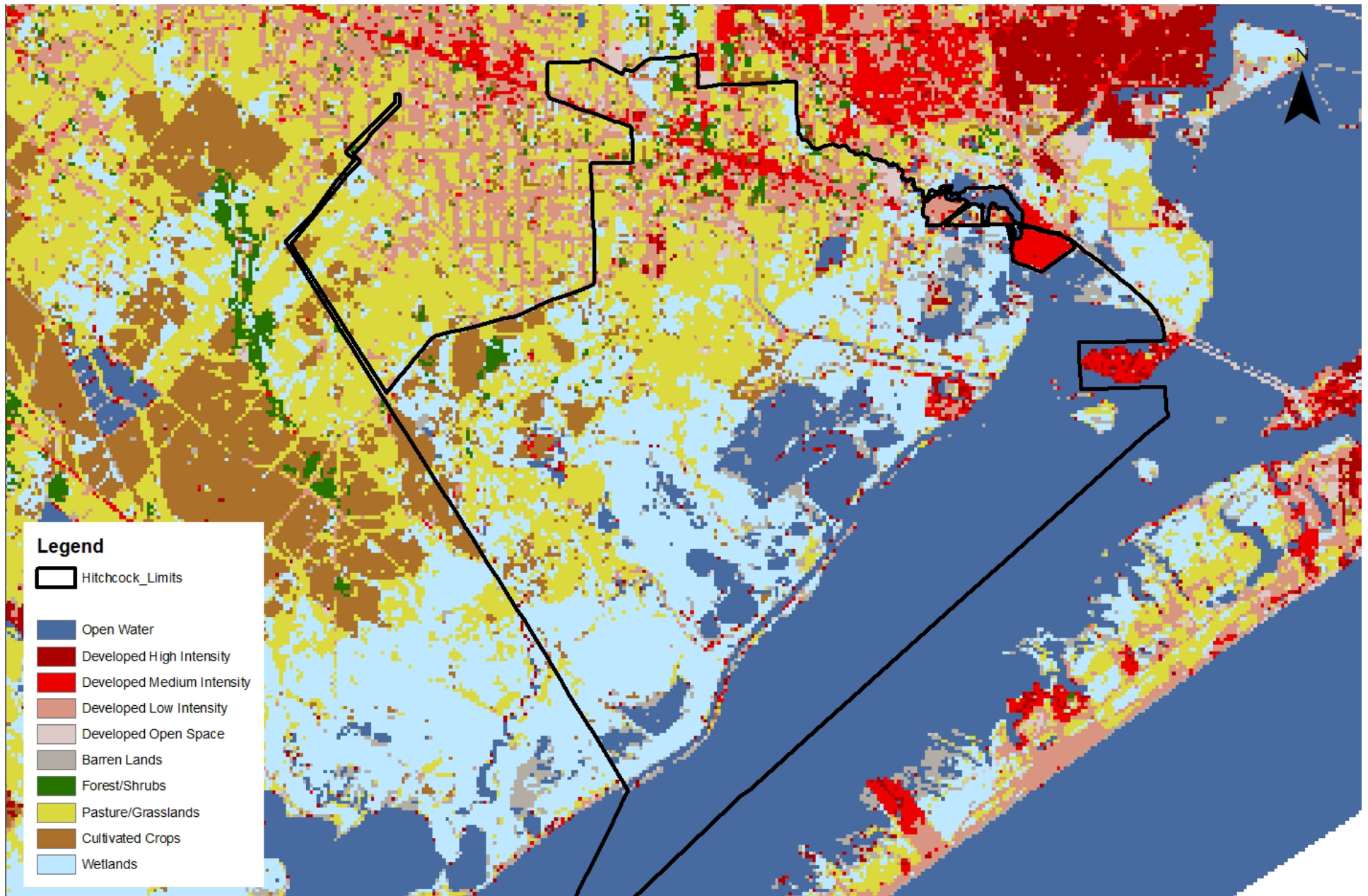


Figure 3.8: Land Cover Map, 2018 Source: Data set produced by the Community and Environmental Planning GIS (CE GIS) at the H-GAC

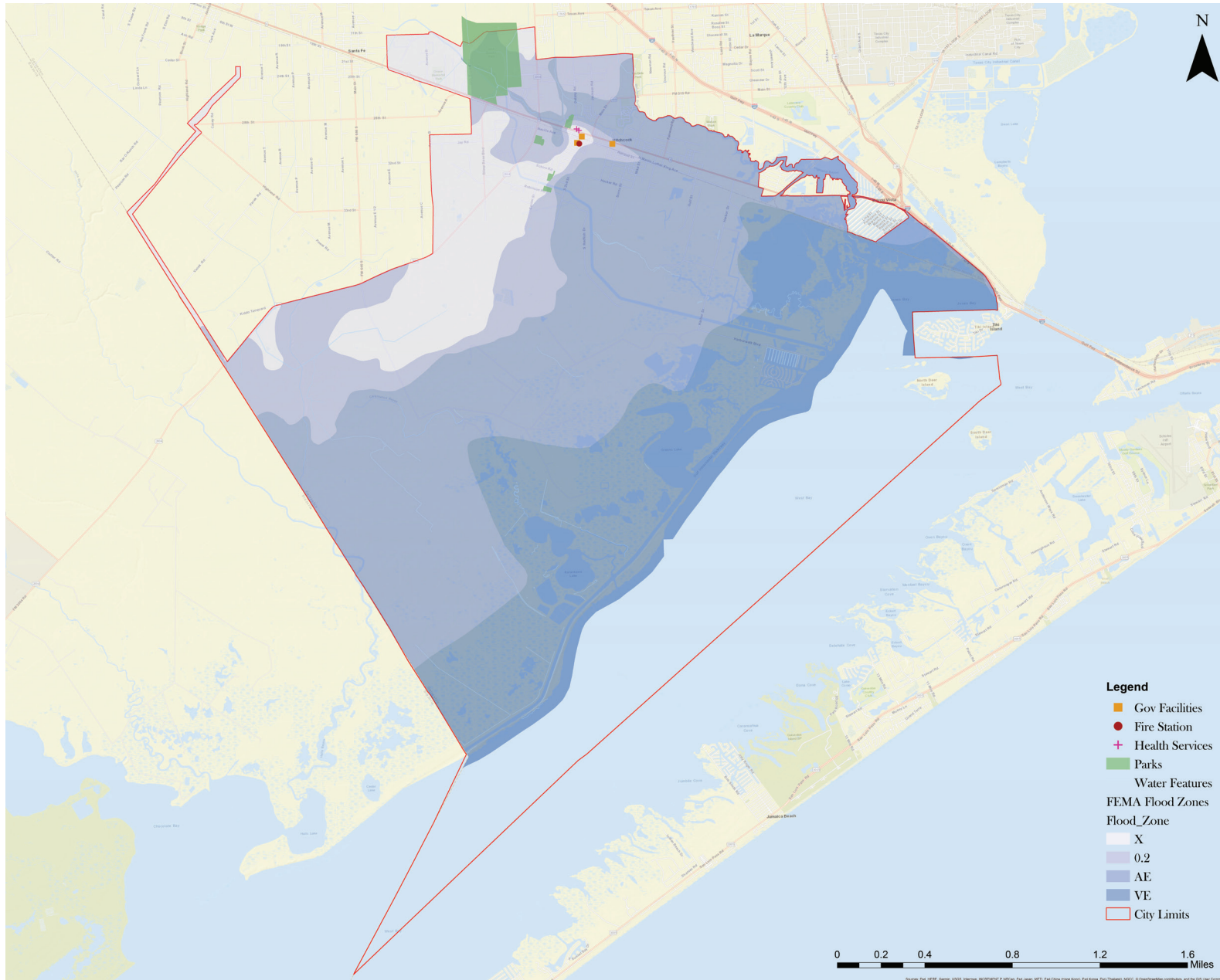


Figure 3.9: Land Cover Map

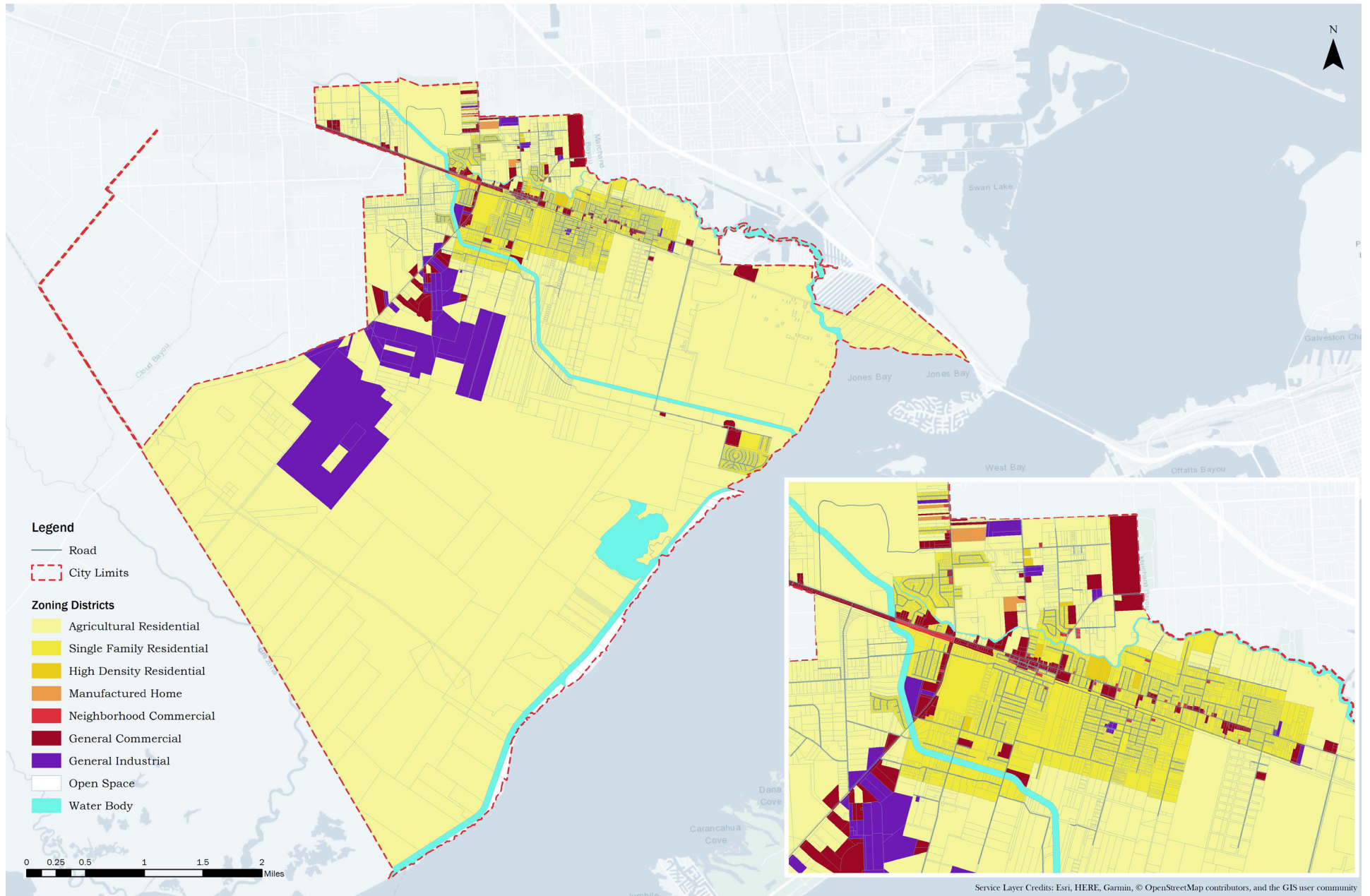


Figure 3.10: Current Zoning Map

FUTURE LAND USE SCENARIOS

To imagine different futures for the City of Hitchcock, the planning team presented three development scenarios. The future land use scenarios describe the various characteristics of development and the possible benefits and drawbacks by such land use change.

Scenario 1- “Business as Usual”

This scenario illustrates how the city will grow if development follows the patterns established by current zoning regulations.

Characteristics:

- Mostly zoned Agricultural Residential
- Limited commercial and industrial space

Pros:

- Established city fabric maintained
- Minimal regulations/restrictions for private landowners
- No zoning changes necessary

Cons:

- Scattered, disconnected land uses
- Insufficient public facilities and community services
- Few restrictions on land developers
- Increased risk of flood damage
- Wetlands and sensitive ecosystems at risk of degradation

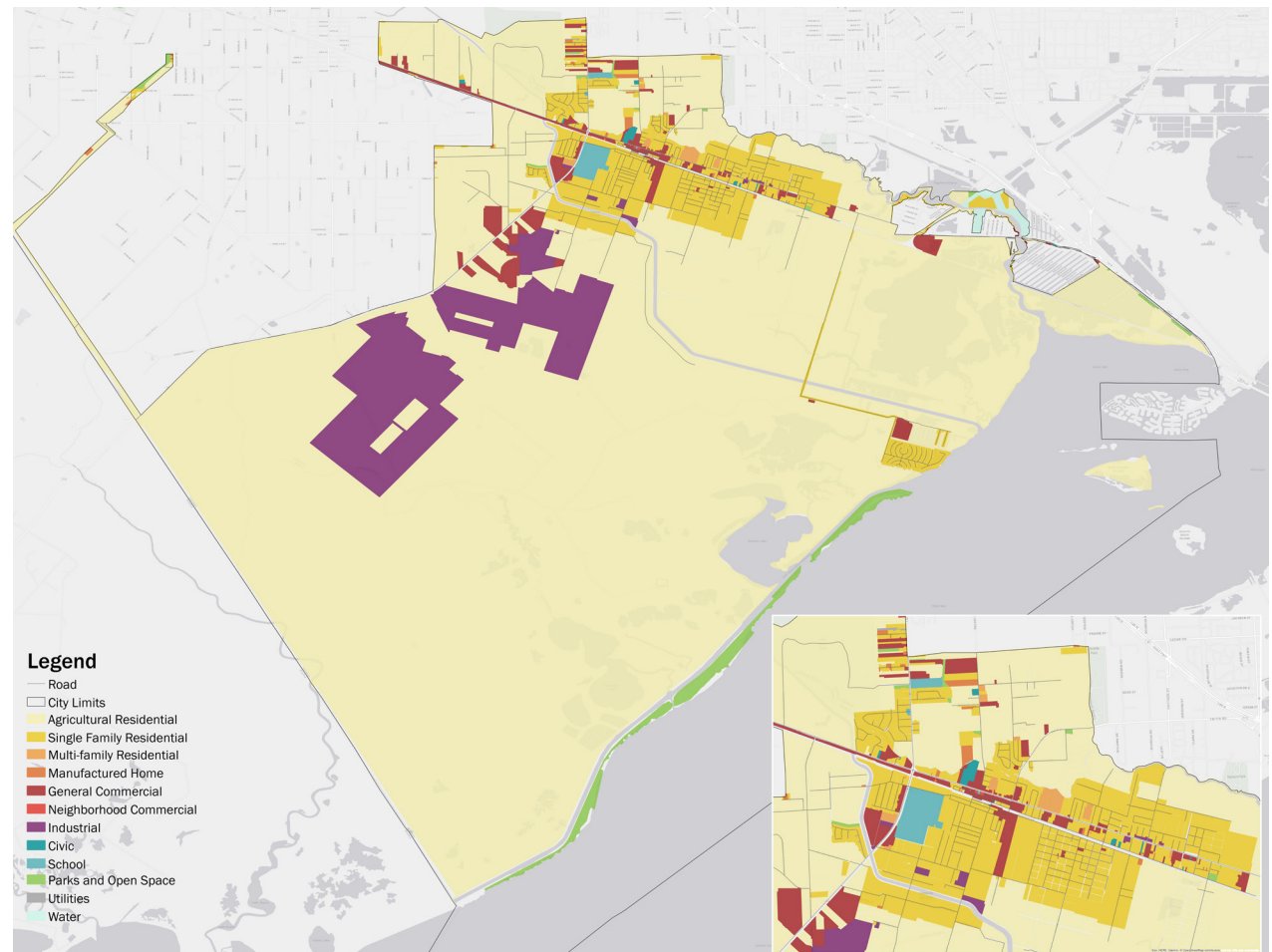


Figure 3.11: “Business as Usual” Scenario Map



Scenario 2- “Small Town Charm”

The "Small Town Charm" scenario aims to improve the conditions of existing development and neighborhoods. With stronger and more cohesive neighborhoods, amenities, and public spaces, Hitchcock can be a well-connected community where people can continue to enjoy the small town charm. (Figure 3.13)

Characteristics:

- Designated downtown corridor along Hwy 6, supporting growth of local businesses
- Mix of uses along downtown revitalization corridor
- Recreational trails along waterways and open space
- Zoning reforms to include a variety of housing options
- Physical growth encouraged outside floodplain

Highlights:

- Enhanced public spaces
- Encouraged downtown investment
- Enhanced community amenities
- Increased variety of housing options
- Preserved wetlands and sensitive ecosystems
- Increased opportunities for eco-tourism

Trade Offs:

- Building regulations in flood zones
- Land development restrictions

- Zoning changes
- Increased land use restrictions

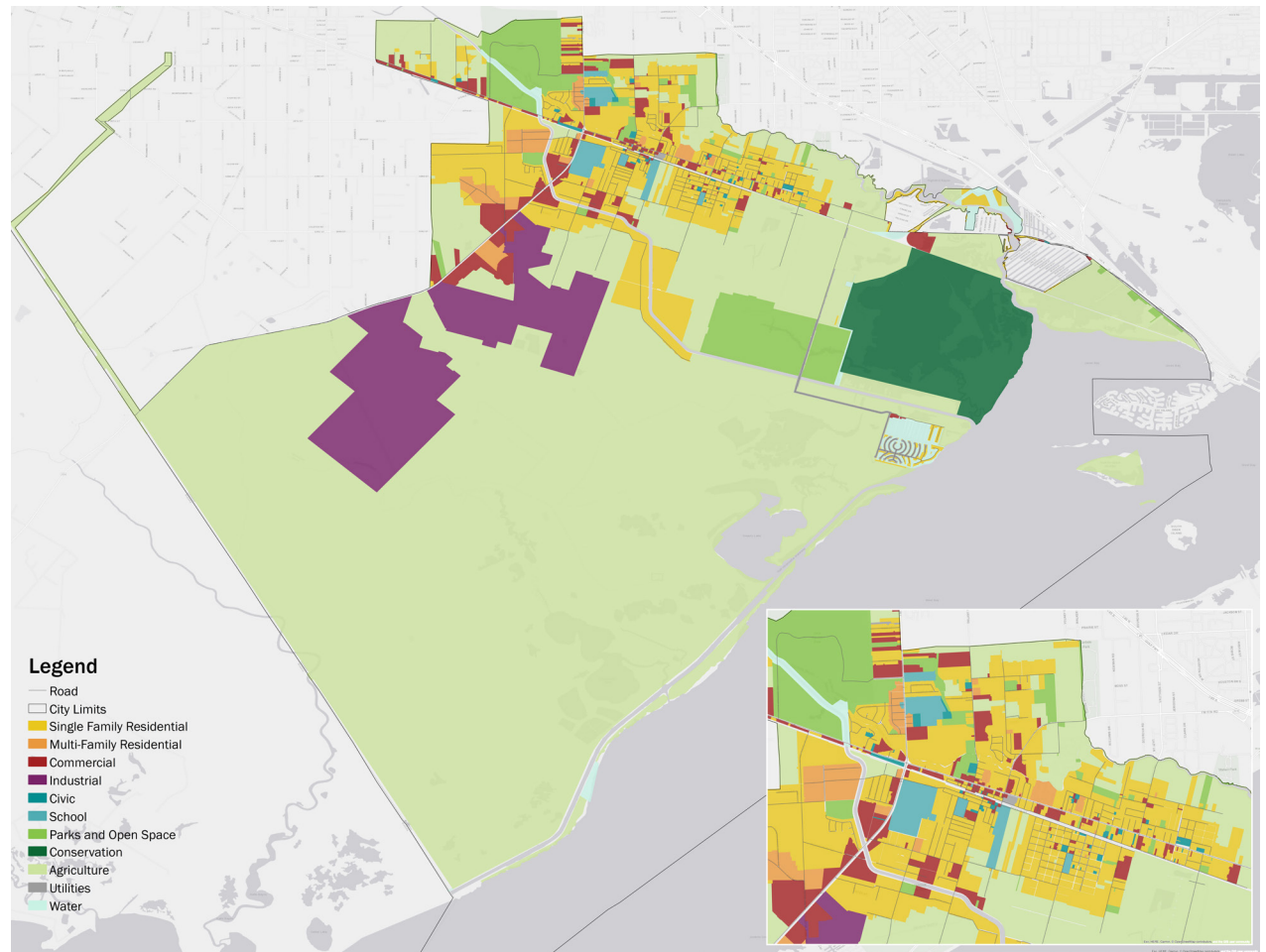


Figure 3.12: "Small Town Charm" Scenario Map

Scenario 3- “Live, Work, Shop Hitchcock”

The "Live, Work, Shop Hitchcock" scenario aims to position the city as an economically vibrant contributor to the Houston-Galveston region. The scenario allocates more resources to improve commercial development along major highways and foster different land uses in specific areas of the city. (Figure 3.13)

Characteristics:

- Commercial and industrial growth
- Commercial corridors along FM 2004 and SH 6
- Retail businesses and light industry promoted
- Strategic growth in the Opportunity Zone and Foreign Trade Zone
- Physical growth encouraged outside the floodplain

Highlights:

- Attracted businesses and increased jobs
- Improved access to resources and amenities within the city
- Increased tax revenue in local economy
- Decreased risk of flood damage

Trade Offs:

- High investment required
- Decreased emphasis on small town character

- Increased risk wetlands and sensitive ecosystems will be degraded
- Changed zoning regulations

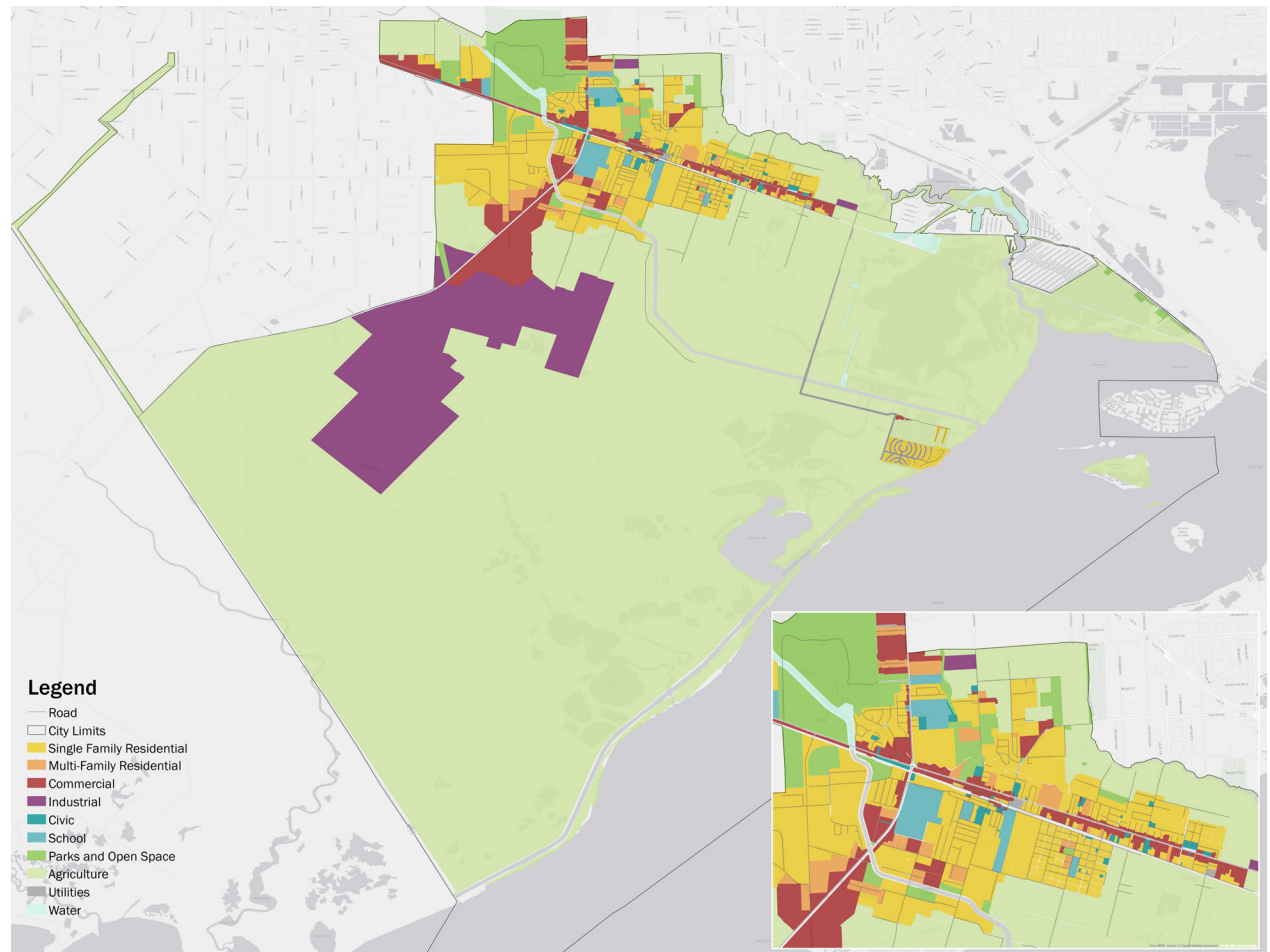


Figure 3.13: "Live, Work, Shop Hitchcock" Scenario Map



RECOMMENDATIONS

Recommended Development- Meeting in the Middle

After public feedback from the future land use scenarios, the planning team developed a recommended future land use map (Figure 3.14). The future land use map combines elements from both the "Small Town Charm" scenario and "Live, Work, Shop Hitchcock" scenario to foster a small town that retains a charming culture while sporting a robust economy for families and businesses to thrive. Table 3.4 shows the changes in land use composition between current land uses and future land use map.

Characteristics:

- Infill development prioritized
- Expansion of commercial and industrial areas along major corridors
- Diversity of housing types in residential areas
- New development encouraged out of flood zones
- Additional public and open spaces

Highlights:

- Increased commercial and industrial growth
- Increased jobs
- Decreased risk of flood damage
- Protected downtown and existing adjacent neighborhoods

- Prioritized existing city fabric
- Designated civic and open space
- Increased housing options
- Preserved wetlands and sensitive ecosystems

Trade Offs:

- Stricter building regulations in flood zones
- Additional restrictions on development
- Altered zoning regulations
- Increased restrictions on land use

Table 3.4: Composition of Current and Future Land Use Map in Acres

Land Use	Current Land Use		Future Land Use	
	Acres	%	Acres	%
Agricultural Residential	34,649	83.71	30,597	73.94
Single Family Residential	1,789	4.32	1,805	4.36
Multi-Family Residential	47	0.11	67	0.16
Manufactured Homes	39	0.09	62	0.15
General Commercial	656	1.58	746	1.80
General Industrial	2,835	6.85	2,876	6.95
Open Space	1152	2.78	4,913*	11.87
Civic	225	0.54	315	0.76
Total	41,392	100	41,381	100

*Open Space includes 3300 acres of wetland conservation, comprising of property owned by the Nature Conservancy, Galveston Bay Foundation and Scenic Galveston.

Source: GIS database from Texas Target Communities

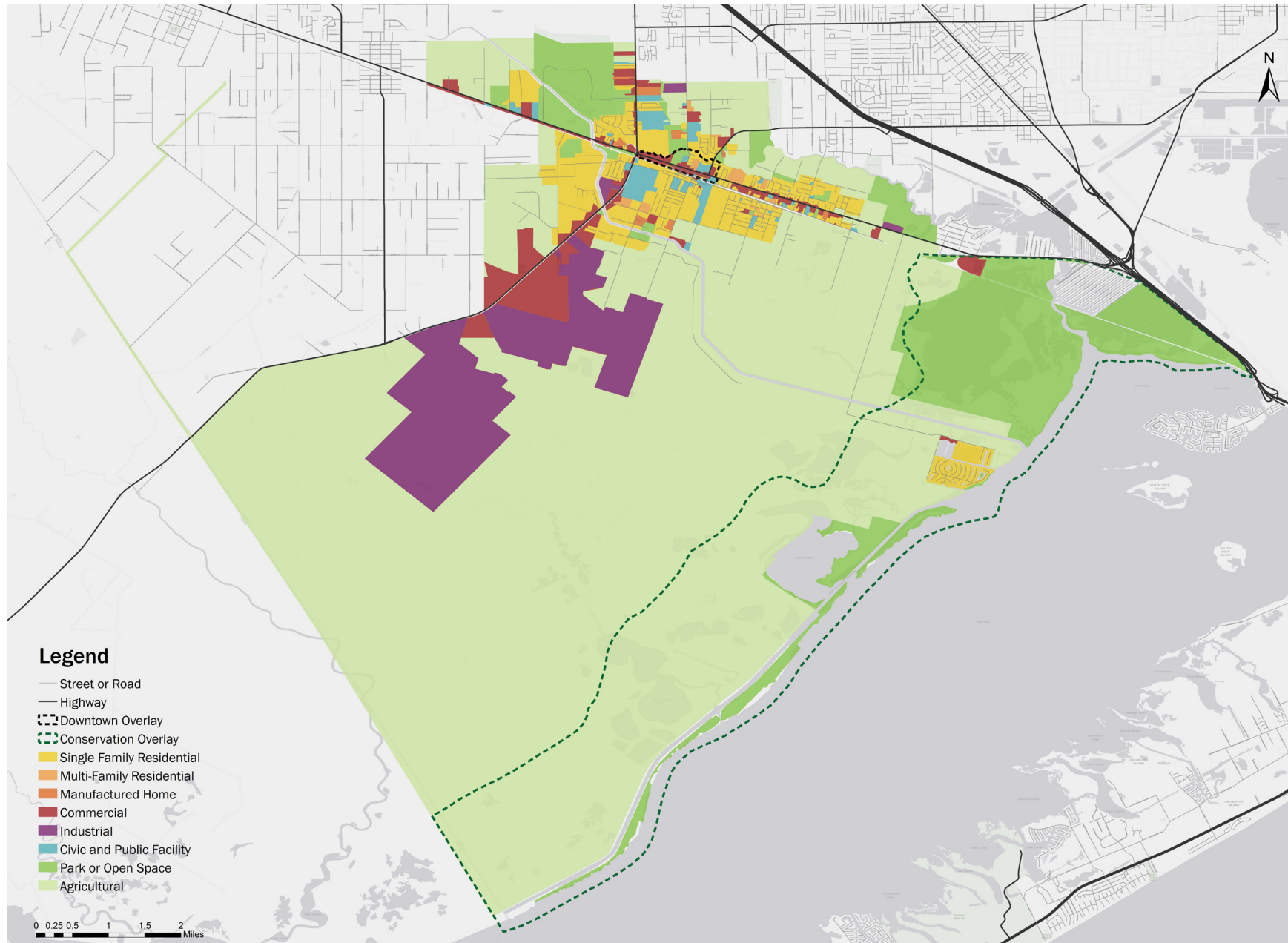


Figure 3.14: Recommended Future Land Use Plan



To execute and implement the Future Land Use Map, which directly informs zoning, the planning team recommends the following goals and steps. With a mixture of different goals, Hitchcock can look to modernize itself in an ever changing world.

Encourage a cohesive and diverse range of land uses across Hitchcock.

To begin, using geographic information systems software (i.e. ArcGIS), the city should maintain the current land use map and ensure that it reflects existing land uses. The city should expand the land use categories to include categories such as open and civic space and others. Periodic and regular updates to the maps are necessary.

Next, the city should ensure zoning and development standards align with the future land use map and expand zoning categories where needed. As zoning changes occur, the zoning map must be updated to accurately reflect the current zoning of parcels in Hitchcock. The city needs to research and revise Chapter 156, Zoning Regulations, in the code of ordinances to better clarify allowable uses within each zoning category to reduce overlap between districts. In addition, Chapter 150, Building Regulations, need to be revised to include development standards that reflect best practices in building safety and design. The city should consider adopting a Unified Development Code in order to group development regulations and standards in one place for public access.

Mixed use development is defined as a zone that allows for two or more uses. As of now, Hitchcock's zoning ordinance does not allow for mixed-use development, and the Code of Ordinances clearly restricts land uses into their corresponding districts. The city should incorporate a mixed-use zoning district into their Code of Ordinances to diversify land use and development opportunities. The area of Hitchcock where higher density residential, neighborhood commercial, and general commercial districts cluster together could be a good fit for mixed-use allowances, as these districts fall in areas zoned for more urban development patterns.

Encourage sustainable, compact growth patterns.

Prioritize the preservation of natural resources and habitats by incorporating open space designations into current and future zoning processes. Additionally, the city should create and add a conservation overlay district to the city's zoning map. Hitchcock can promote compact land use patterns in existing developed areas by incentivizing infill development through an expedited permit review process.

Due to Hitchcock's inherent flood risk, extensive planning and measures should be taken to protect itself from an ever increasing threat of flooding. Implement low-impact development techniques to manage stormwater runoff. The planning team emphasizes the importance of conservation and use of on-site water retention to mitigate water

quantity and quality. The city needs to evaluate and improve the water and sewer system.

Accommodate future physical growth.

A 5-year capital improvement plan should be created to ensure funds are available for future infrastructure. The planning team recommends that the city establish a lead capital improvement team or department within city staff and create a timeline for the planning process. The capital improvement plan needs to be prepared and adopted, matching it with the city's overall budget. While promoting growth and development, the city should establish impact fees for new development to offset demand put on existing infrastructure. This can ensure funds are in place to upgrade needed infrastructure.

REFERENCES

¹ Municipal Code Corporation & the City of Hitchcock, Texas (2013). Code of ordinances City of Hitchcock, Texas. https://library.municode.com/tx/hitchcock/codes/code_of_ordinances?nodeId=TITXVLAUS_CH156ZORE

² FEMA Flood Map Service Center



TRANSPORTATION



INTRODUCTION

Effective transportation planning eases movement and accessibility throughout the city. The influence of an adequate transportation system can also boost property values, build community cohesiveness, and promote a healthy lifestyle.

Situated just south of I-45 and SH 6, Hitchcock's primary mode of transportation is through personal vehicles. Driving is a major factor in the everyday lives of many citizens as a sizable majority drive outside city limits for work.¹ Additionally, the city will invest in infrastructure to meet the forecasted growth to 11,000 residents by the year 2030.² The chapter includes proposed improvements to existing highways, transit options, and investment in alternate modes of transportation such as walking and biking.

COMMUNITY FEEDBACK

The planning team met with community members to discuss current conditions and future needs. A range of feedback emerged:

- Drainage/ditches have all been in need of major maintenance since Hurricane Harvey.
- Various drainage improvements are needed along Renaud St, and Neville Rd.
- Need for major improvements (pavement, widening, drainage) on Hacker Rd.
- Residents believe that there is a need for an improved drainage system to remove and re-

use water.

- Residents desire lighting improvements throughout the city, particularly on SH 6 between Main Street and Mike Street.
- Two modifications at the intersection of SH 6 and FM 2004:
- Add another northbound through-lane on FM 2004.
- Adjust the signal time during peak hours to better handle large traffic volumes
- Add more crosswalks connecting neighborhoods across FM 2004 to the high school.
- Add a traffic signal at the intersection of FM 2004 and FM 646.
- Perform traffic signal warrant analysis for the intersection of Sunset Dr. and FM 2004
- Improve road and ditch conditions along Jackson/Prairie Road.
- Add lighting on Jackson/Prairie Road and on Delany Road.
- Improve the design of Mecom Road / Blimp Base Blvd to better handle increased traffic volume.
- Widen South Redfish Road, 2nd Street, Railroad Avenue, 2nd Street, and Beiring Road
- People reroute through 2nd St when FM 2004 is busy
- Improve various roads which are currently unpaved or in poor condition. The roads are: South Redfish Road, Hacker Road, Terrebonne Road, and Beiring Road



Add sidewalks near schools and main throughfare



Identify the residents that need transit and provide bus service



- Create wider roads with sidewalks to facilitate safer travel for children and the elder population.
- Need for disability accessible sidewalks along SH 6 and FM 2004.
- Create sidewalks/walking path running from Stringfellow Orchards/Main Street to Delany Road.
- Add sidewalks along SH 6, spanning from FM 2004 in the west to Fairwood Road in the east.
- Add sidewalks along FM 2004 near the schools.
- Add sidewalks along Main Street, particularly in the area near the Hitchcock Public Library.
- Add sidewalks along Fairwood Road, particularly in the area near Greater St. Matthews Baptist Church.
- Add sidewalks along various other roads in the city: Mecom Road / Blimp Base Blvd, Delany Road, Stewart Road, Neville Road, and 2nd Street.
- Add sidewalks near the little league fields on Robinson Roads, as well as a pedestrian bridge which connects the little league field to the field across the waterway.
- Residents think that building trails/paths will give people an incentive to walk/bike more frequently.
- Good candidates for bike lane installation are SH 6, FM 2004,
- Delany, Fairwood, and FM 519.
- Neville Ave from FM 2004 to 4th Street should have a bike trail,
- street lights, and a sidewalk.
- Residents desire more paths near the downtown area.
- Create a walking and biking trail running along the waterway, beginning at FM 2004 and ultimately ending at the bay.
- Create a walking and biking trail that serves as a connector to Jack Brooks Park and a point further up north on FM 2004.
- One resident suggested the idea of making any walking trails in the Bayou area in such a way that they double as a form of drainage (trails that help facilitate drainage of stormwater).
- Improve at-grade railroad crossings which are currently trouble spots for bicyclists.
- Place a bus stop at the old supermarket location on Main Street.
- Residents would like a daily scheduled transit bus to grocery and Walmart.
- A desire for increased awareness/advertisement of the Connect Transit service.
- Residents believe that it is important to understand where people are coming from when they enter the city.



LOCAL IMPROVEMENT PRIORITIES

Figure 4.1 illustrates different transportation priorities and opportunities as expressed by the community. Different line colors represent the urgency of the improvement and priority nodes are numbered to communicate the importance of the specific intervention in the different transportation nodes for active transportation (pedestrians) and personal vehicles (cars).

Priorities:

1. Conduct speed study for FM 2004, install traffic light for FM 2004 and FM 646 intersection, and widen FM 2004.
2. Make exclusive left turn and right turn lanes longer for FM 2004 northbound.
3. Improve drainage along Renaud Ave.
4. Improve drainage along Neville Road.
5. Build exclusive right-turn lane for the eastbound at SH 6 and FM 2004 intersection.
6. Conduct speed study for SH 6.
7. Widen 2nd Street.
8. Build crosswalk in front of high school, build sideroad and bike lanes.
9. Build sidewalks, bike lanes and sideroad light for Neville Road.
10. Build crosswalk and sidewalk for intersections along SH 6.
11. Build sidewalk and separated bike lane along the river side.

12. Build sidewalk from residential area to Family Dollar grocery.
13. Build crosswalk near library.
14. Improve pavement for Hacker Road.
15. Install light for Jackson Road.

Opportunities:

1. Improve drainage for Prairie Road.
2. Add bus stop for Main Street. Improve pavement for Terrebonne Road.
3. Widen and improve pavement for Redfish and Biering Road.
4. Install light on sideroad for Prairie Road.
5. Install light on sideroad for SH6 from Main street to Mike street.

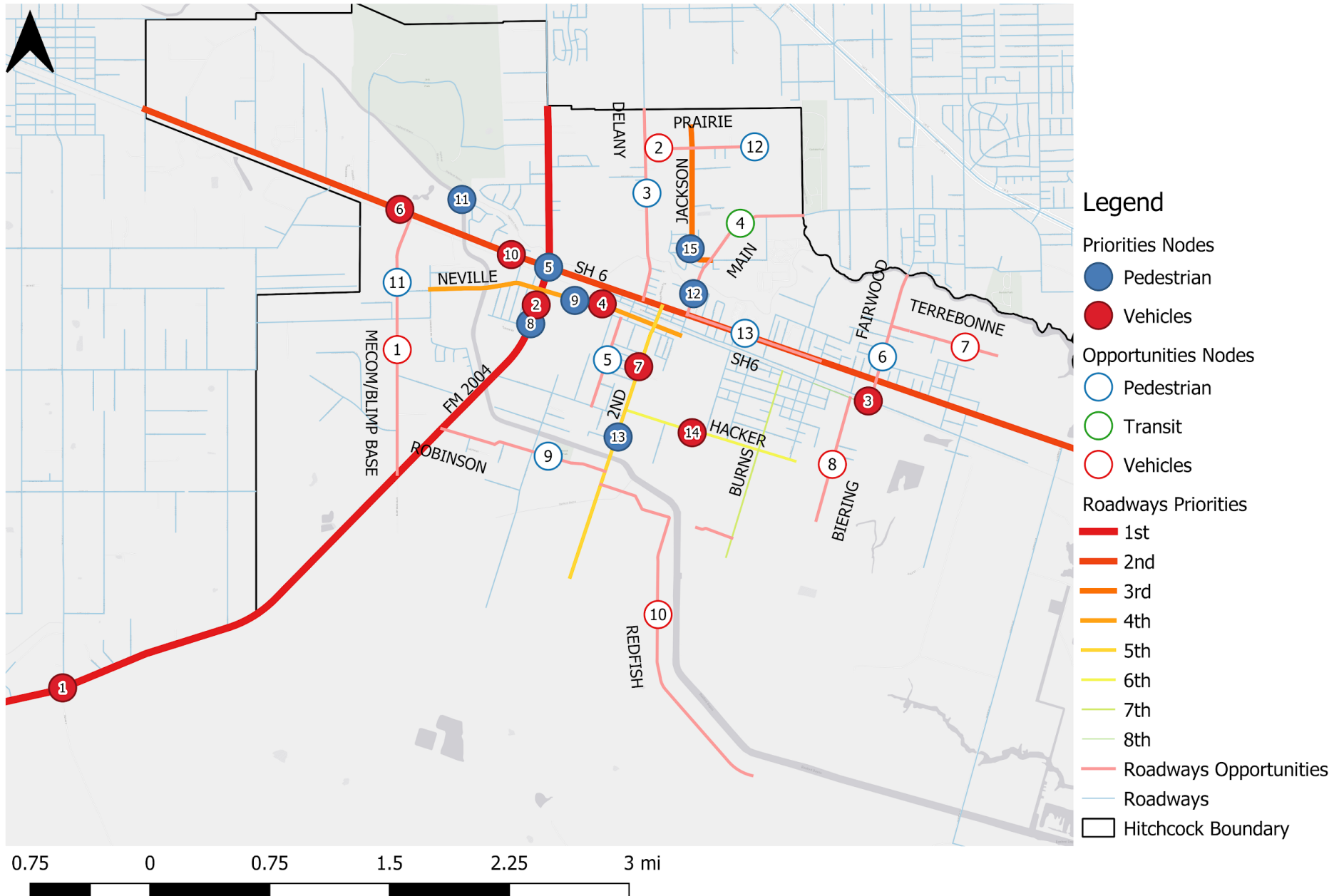


Figure 4.1: Hitchcock Transportation Improvement Priorities and Opportunities



EXISTING THOROUGHFARES

The existing thoroughfare plan, shown in Figure 4.2, identifies the existing functional classifications in Hitchcock. Having knowledge of the city's functional classifications helps identify the amount of access and movement intended for each road. Additionally, the functional classification system provides an effective method for maintaining design standards which are consistent to other roads that handle comparable traffic volumes. The current functional classification of some of the main roads and streets in the city can be seen in Table 4.1.

Currently, Hitchcock's transportation network consists of one principal arterial (SH 6), two minor arterials (FM 2004 and Main Street), several major collectors, and many local roads. SH 6 is oriented east-west through the northern portion of Hitchcock as the city's principal arterial. FM 2004, one of the city's minor arterials, is oriented north-south along the city's western portion. Hitchcock's other minor arterial, Main Street, is oriented north-south through the central northern part of the city. Delany Road is oriented north-south, beginning from SH 6 in the south to IH 45 in the north. Neville Road is a major collector which is oriented east-west just south of the railroad tracks before ultimately crossing the tracks and intersecting with SH 6 and becoming Main Street. 2nd Street is another major collector that is oriented north-south; the city's police department, fire department, and public library are all located on this street. Robinson Road, the city's

southernmost major collector, is oriented east-west from FM 2004 to 2nd Street. Fairwood Road is Hitchcock's easternmost major collector which is bordered by N Railroad Avenue to the south and IH 45 to the north; the city's largest church is located on this road.

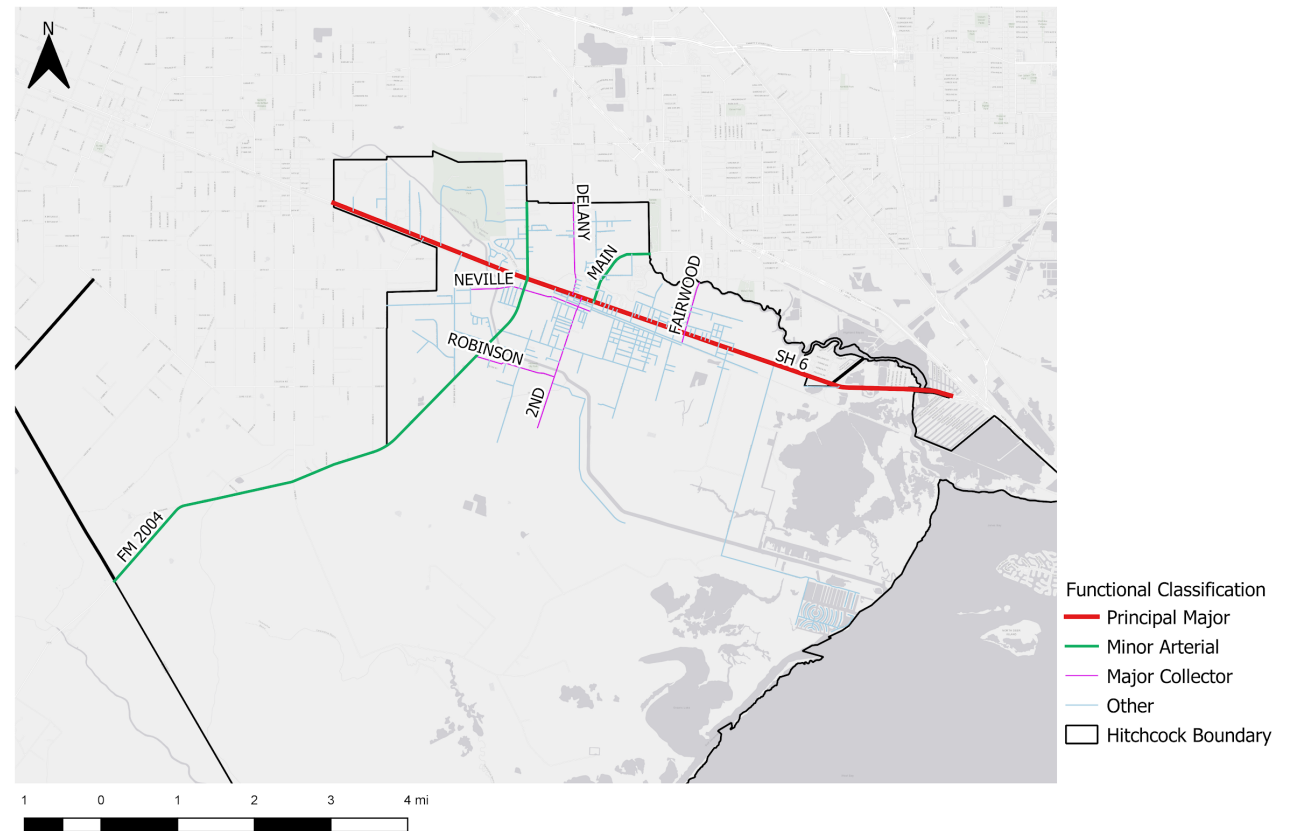


Figure 4.2: Existing Thoroughfare Map.

Source: data from TxDOT, created by planning team.

ROADWAY CLASSIFICATION SYSTEM

The traditional classification model provides a list of design standards and a base from which current conditions can be evaluated as well as future improvements and expansions. This method has also been adopted by the Texas Department of Transportation (TxDOT), and therefore it is often required when applying for federal grants. The classification is defined by the following hierarchy:

- Principal arterial (freeway and other): Movement-focused (high mobility, limited access)
- Minor arterial: Connects principal arterials (moderate mobility, limited access)
- Collectors: Connects local streets to arterials (moderate mobility, moderate access)
- Local roads and streets: Access-focused (limited mobility, high access)

Principal Arterial

The objective of a principal arterial road is to provide connection between all freeways crossing the City and lower-level roads. Roads classified as principal arterial are characterized by their high traffic volume and speed. They are responsible for carrying a major part of the traffic that enters and exits the City, including special freight.

Minor Arterial

Minor arterial roads are also responsible for carrying a large portion of traffic and providing connection between freeways and lower level roads. Roadways classified in this category are different from major arterial mostly because they are designed to support local traffic and land access. Yet, due to their high levels of speed and traffic volume, minor arterials should not allow direct access to local neighborhoods and highly dense regions.

Major Collector

Major collector roadways are responsible for taking traffic from local roads and connecting them to arterial roads. They are supportive of traffic circulation and land access, especially in more rural environments. Hence, major collectors operate at medium speeds and are highly signalized.

Minor Collector

Minor collectors provide the same function as major collectors, with more emphasis on access and generally with lower speed levels. Minor collectors are also shorter in length and have intersections more closely spaced.

Local Roads

Local roads are responsible for connecting traffic to their final destination. They offer the lowest level of mobility and provide direct access to adjacent land. Due to their design characteristics, local roads should carry no through traffic movement nor should they be used for bus routes.



EXISTING TRANSPORTATION OPTIONS

The City of Hitchcock is an auto-dependent community. Eighty-five percent (85%) of commuters are driving alone for an average of 27 minutes by car which is higher than the state. Public transit does not serve Hitchcock. The closest fixed-route stop is an 8-minute drive away from the city. A special needs and medical transportation plan is needed in this community, which can serve eligible medical clients, riders for employment and shopping trips, students for college classes, and members of the aging population with mobility limitations (ACS, 2016).

Bicycle and pedestrian mobility needs improvement. The only bicycle infrastructure in the city is found in Jack Brooks Park, and most major roads in the city lack appropriate pedestrian infrastructure to support active transportation.

The city of Hitchcock is a road transportation-based city, but it also has easy access to other transportation modes. Because Hitchcock is located near Houston and Galveston, it has 4 seaports within a 40-mile radius and 3 of them have a great expansion plan, which provide Hitchcock a significant positive effect on the freight network which allows for a great opportunity to improve its economy given this location advantage.

Also, the City of Hitchcock has access to railway transportation. BNSF Railway Company and

Union Pacific both run and operate railways near the Hitchcock city boundary, which connect to the port of Galveston. These two companies jointly work with Texas City Terminal (TCT) Railway Company and have access to the terminal through TCT Railway. The city of Hitchcock does not have its own airport but has 8 airports within a 1-hour drive.

Current Traffic

The Texas Department of Transportation (TxDOT) records traffic on certain roads to assist transportation entities and agencies at federal, state, regional and local levels. Data are collected through short-term traffic counts, manual traffic counts, and long-term counts. TxDOT uses the data collected to estimate annual average daily traffic (AADT) (TxDOT, 2017).

Figure 4.3 illustrates the annual average daily traffic (AADT) as calculated by TxDOT for a number of streets and roads in Hitchcock, in 2016. Hitchcock's city boundaries contain eight (8) TxDOT counting stations. According to 2018 TxDOT data, SH 6 experiences between 9,875 and 12,478 vehicles, FM 2004 has between 8,221 and 13,072 vehicles, and Main Street has 4884 vehicles each day (TxDOT, 2017).

Traffic

Traffic Projection

TxDOT also estimates future traffic volumes. In Hitchcock, TxDOT estimates a 2% growth rate per year for the next 20 years. Figure 4.5 displays the estimated AADT for the year 2035. SH 6 is expected to average from 18,140 to 25,300 vehicles, FM 2004 from 12,230 to 21,110 vehicles, and Main St. 7,550 vehicles daily (Figure 4.4) (TxDOT, 2017).

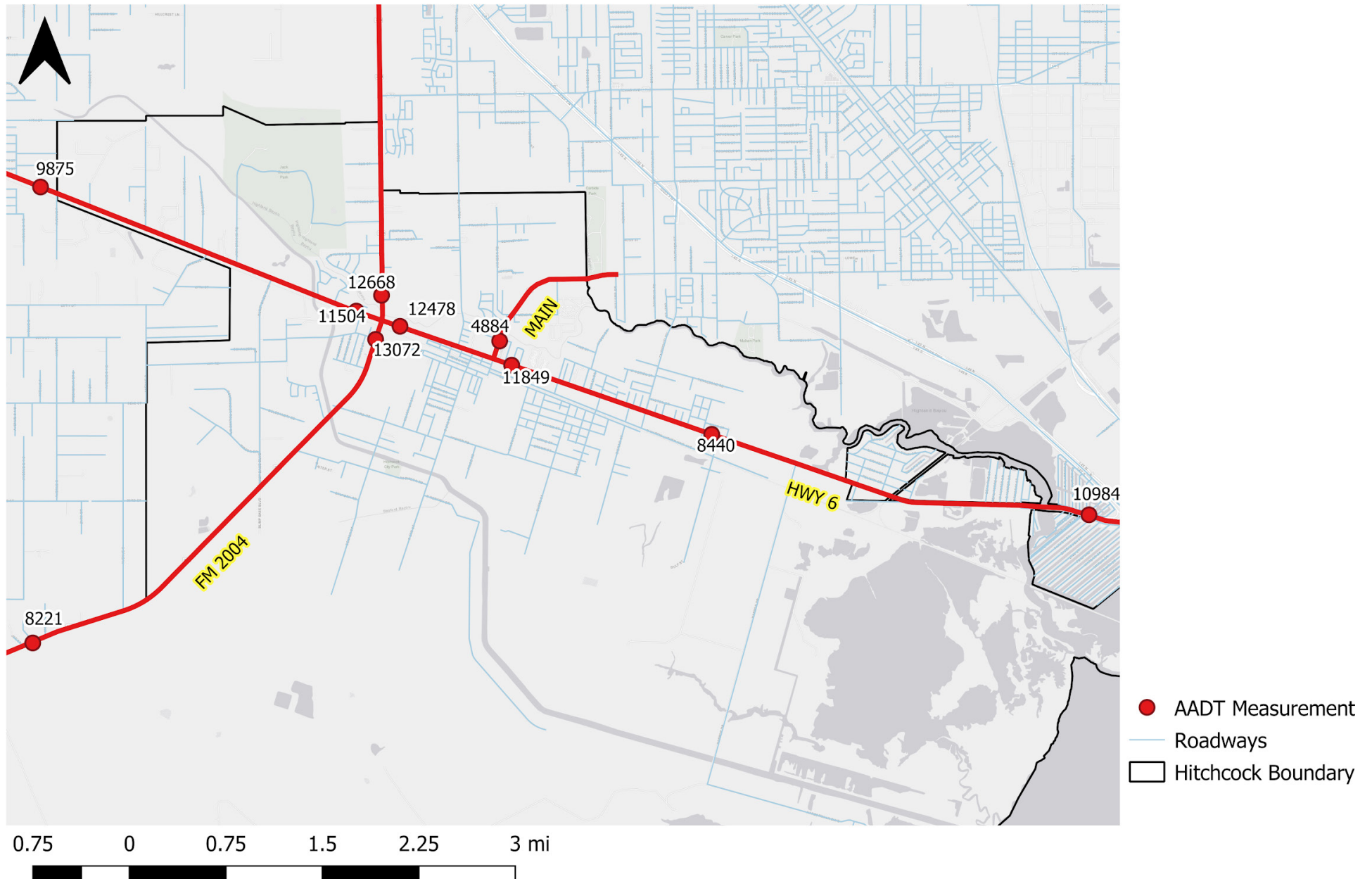


Figure 4.3: AADT in Hitchcock, Tx. 2016. Information published 2017.

Source: Data from TxDOT, map created by planning team.

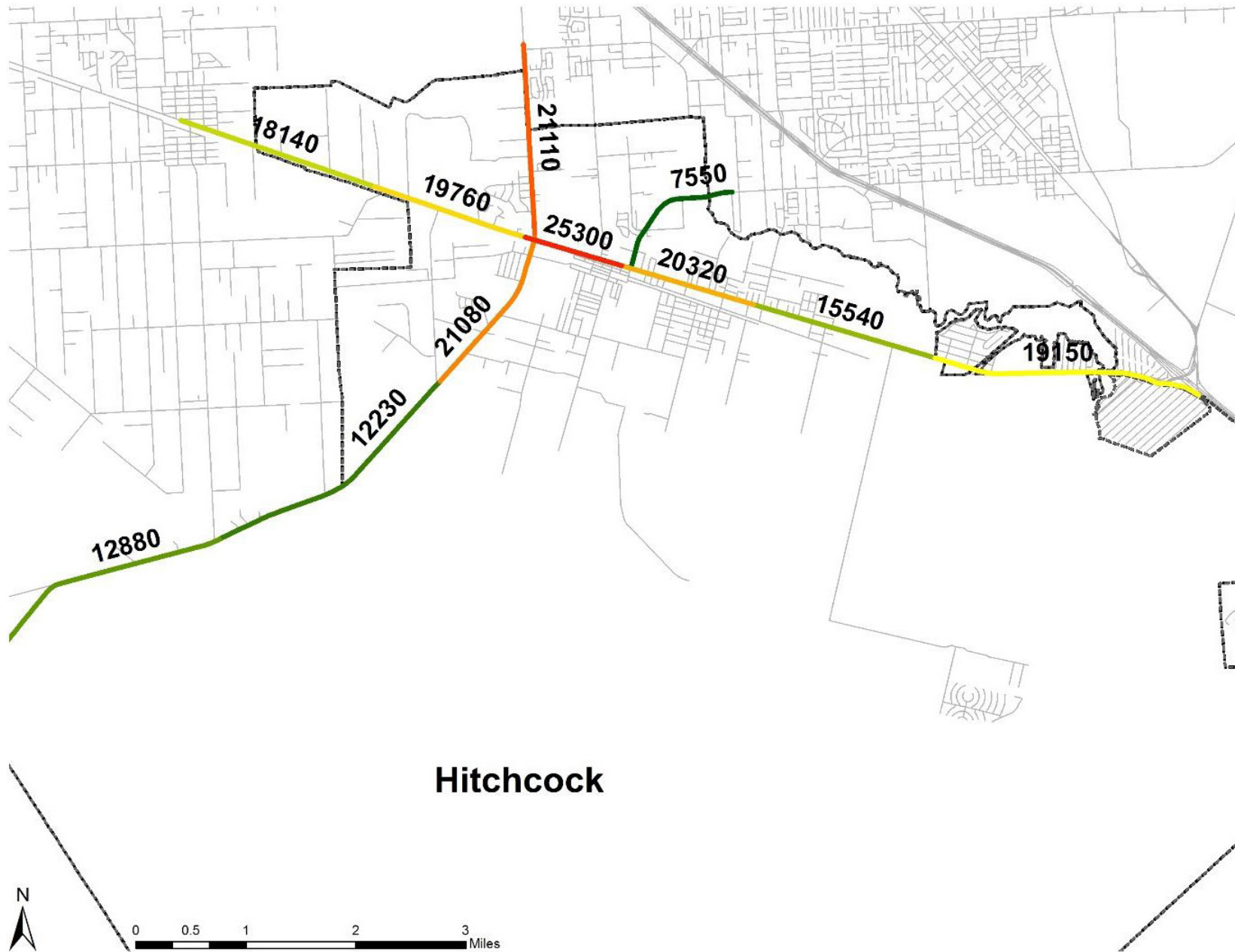


Figure 4.4: Future Traffic projections for Hitchcock, Tx. 2035

Source: TxDOT

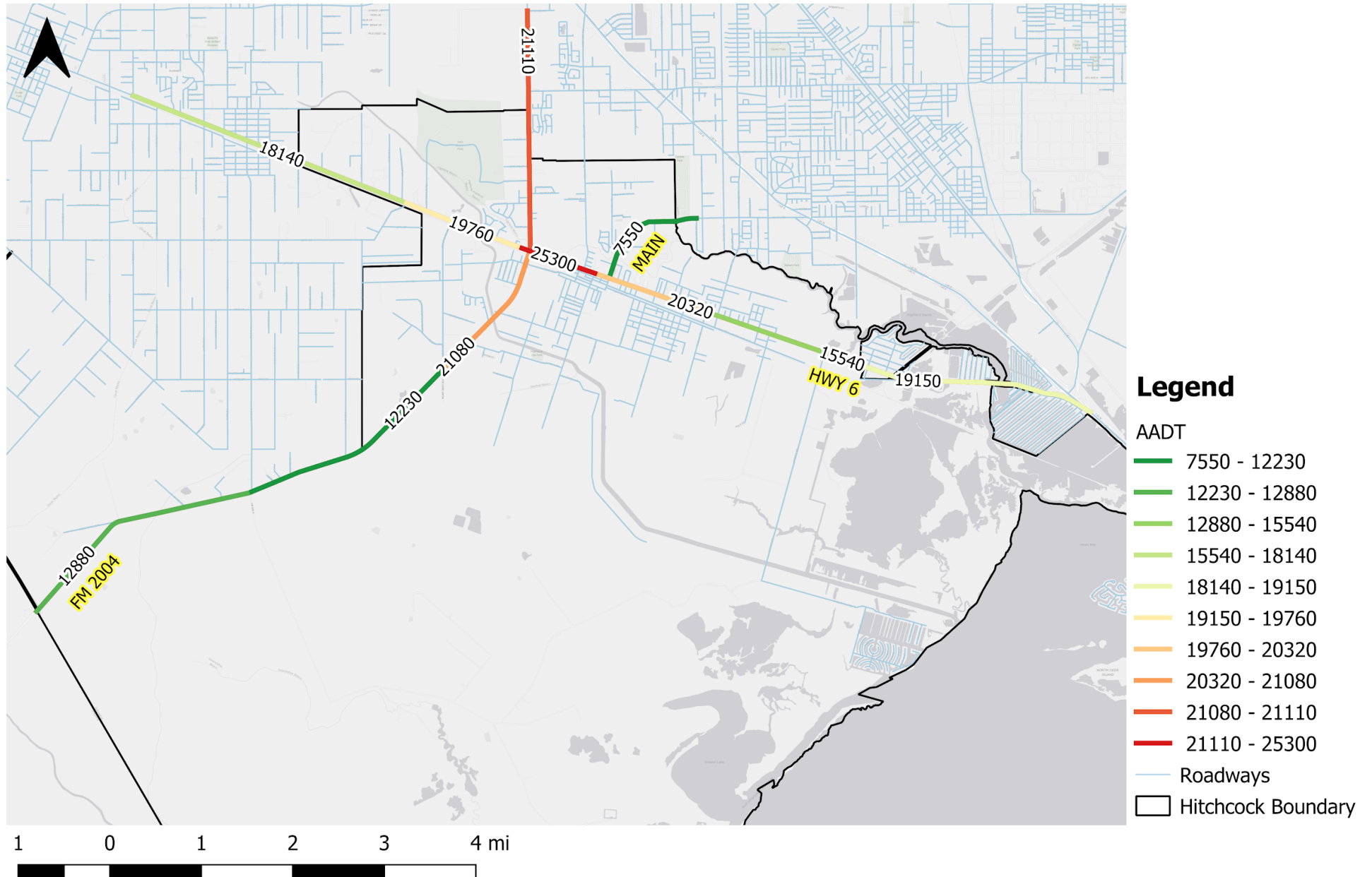


Figure 4.5: Projected AADT in Hitchcock, Tx. for 2035.

Source: Data from TxDOT, map created by planning team.



TRANSPORTATION SAFETY

During the community meetings, the transportation planning team received input from residents regarding transportation safety issues and concerns. These observations varied, but certain concerns were more prevalent than others. In a number of meetings, attendees were encouraged to discuss, and show on a map, any concerns regarding different modes of transportation. Many of the points reported as unsafe or hazardous for automobiles were concentrated along FM 2004, SH 6, and major intersections serving these highways.

Pedestrian accessibility was another issue emphasized by different members of the community. The public also talked about the desire for safer pedestrian amenities to help users reach businesses and amenities along SH 6, and other places important to the community such as the city's schools adjacent to FM 2004.

Vehicular Crashes

The concerns identified by community members are reinforced by safety data, such as the crash frequency. This information is reported by different agencies and collected by the Texas Department of Transportation. The information on crashes serves as an indicator of safety in the city, as well as revealing potential areas and solutions for improvement.

The Crash Records Information System (CRIS) reported 965 crashes in Hitchcock from 2010 and

2018 (107 crashes per year on average), and twelve of these crashes resulted in fatalities. Figure 4.6 shows the trend in the number of crashes per year in Hitchcock between 2010 and 2018. The trend has been relatively stable this decade with the number of crashes remaining between 100 and 120 crashes per year (TxDOT, 2019). In the heat-map (Figure 4.7) it is observed that a majority of crashes occurred along SH 6 and FM 2004 (48% and 20% of the total crashes accordingly), and other roads denoting high numbers of collisions are Main Street and Delany Road. Most of the crashes occurred on, or in proximity to, SH 6, and it was also in these areas where most of the fatalities occurred (TxDOT, 2019).

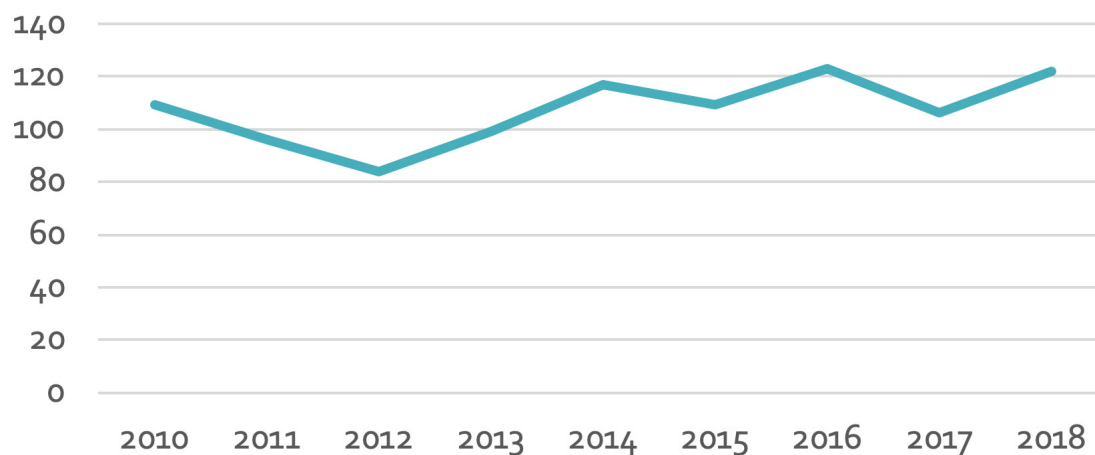


Figure 4.6: Number of crashes per year in Hitchcock between 2010 and 2018.

Source: TxDOT

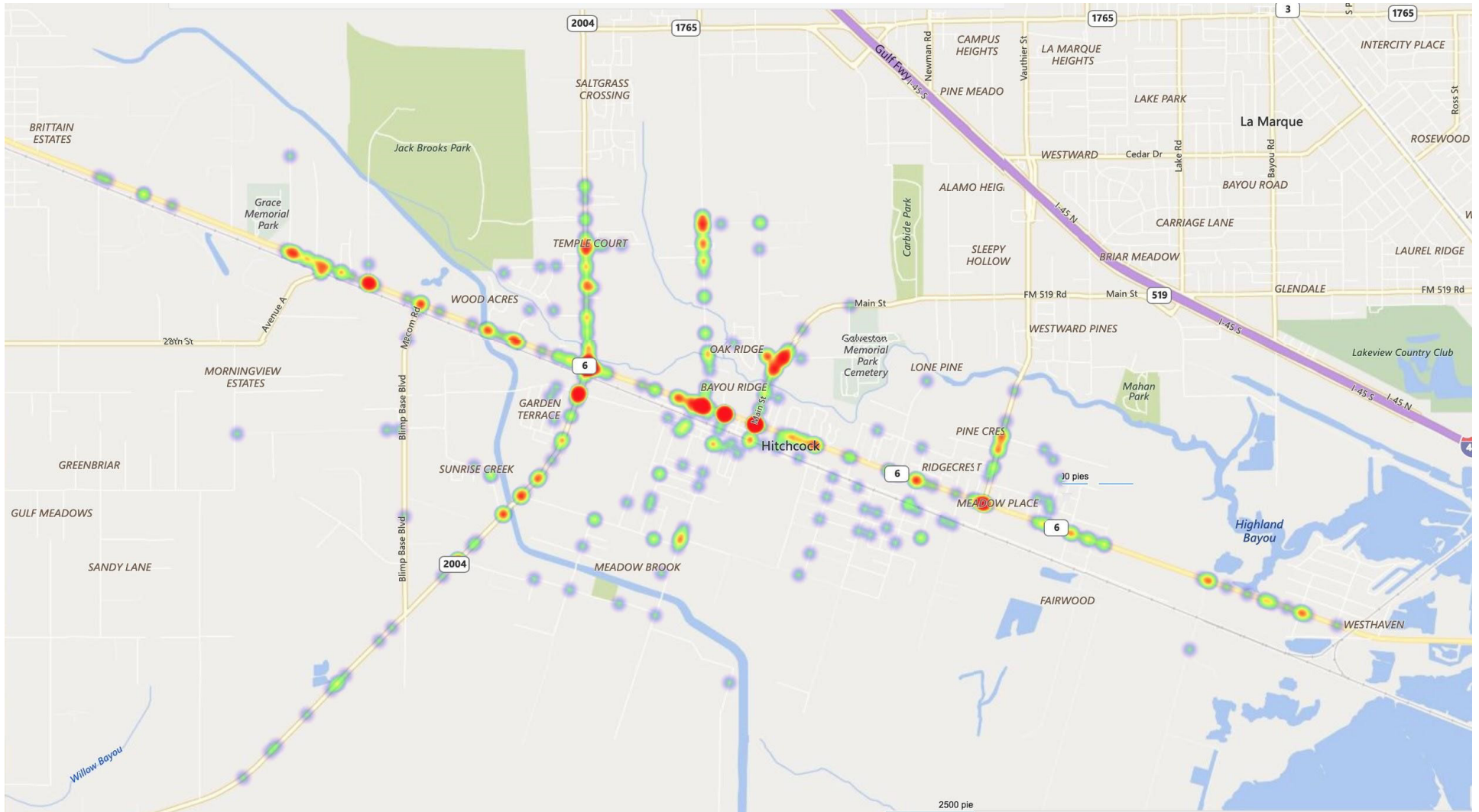


Figure 4.7: Vehicular crashes heatmap of Hitchcock between 2010 and 2018.

Source: Data from TxDOT, map created by planning team.



Crash Rate

The crash rate is a unit of measure calculated by the crash frequency (crashes per year) divided by vehicle exposure (traffic volumes, or road- way length). This value is typically used to prioritize locations for safety improvements when working with limited budgets while also trying to achieve the greatest safety benefits with limited resources. The relative safety of different roadways in the city of Hitchcock can be evaluated by factoring in the level of exposure on each route (i.e., traffic volume or length of roadway). The crash rate factor is calculated table 4.2 where:

- R_{Volume} is the roadway departure crash rate for the road segment expressed as crashes per 100 million vehicles-miles of travel, and
- V is the Annual Average Daily Traffic (AADT) volume.
- L is the segment length in miles, and
- N is the number of years of data

Although SH 6 and FM 2004 experience similar traffic volumes over a similar segment length, both roads had a different number of crashes occurring over the same time period. Based on the calculated crash rates, SH 6 may be more susceptible to future crashes, and this roadway would make a good candidate for future safety treatments due to its higher crash rate. Before any decision is made, practitioners should investigate other factors (i.e., roadway geometry, roadway cross-sections, etc.) since there may be other issues which are unrelated to traffic volume that may be influencing the crash rates.

EXISTING PEDESTRIAN AND BICYCLING MOBILITY

Current Pedestrian Amenities

Residents have raised the need for pedestrian amenities such as sidewalks and crosswalks at most of the community meetings. Community members have been especially vocal about the need for sidewalks along the proposed downtown corridor on SH 6, and in proximity to the local schools. The need for safer pedestrian crossings at different intersections of SH 6, such as FM 2004 and Main Street, is another issue mentioned by members of the community.

Existing Bicycling Infrastructure

The only established bicycle infrastructure in the city is the mountain bike trail in the county park of Jack Brooks Park, which is supported by Galveston County. There are no existing bike lanes or shared-lane roads. A very small number of people in the city are reportedly using bicycles to commute. According to the American Community Survey 5-year estimate of 2016, only 0.5% of Hitchcock residents 16 and over commuting by bicycle (ACS, 2016).

Table 4.2. Crash Rates for Two Major Roadways considering their AADT. Hitchcock, Texas

Roadway	C	N	L	V	R_{Volume}
SH 6	176	3	7.75	12,801	162.0
FM 2004	68	3	7.90	12,700	62.9

EXISTING PUBLIC TRANSIT

Current Transit Plan

The Galveston County Transit District (GCTD) serves as a rural transit provider to Hitchcock and the rest of the Galveston County. The GCTD receives state funds for transit services, and with these funds it assists in the planning and funding of transit access across the Galveston County Region, see Figure 4.8. The GCTD does not run or operate transit services directly; instead, through interlocal agreements, it passes allocated funds to other entities to run services (Galveston County Transit District, 2016).

The Gulf Coast Center (GCC) is one of the entities receiving funds from GCTD. GCC operates transit services in the area around Hitchcock. GCC's services include Mainland Transit (a fixed route service), demand-response services, and ADA paratransit services. Hitchcock is not served by the fixed route provided by the Mainland Transit System. The closest fixed route stop is in La Marque, approximately an 8-minute drive from Hitchcock. Paratransit services are provided through the Connect Transit program to members of the population who cannot navigate or are unable to access the fixed route. Connect Transit, in partnership with the City of Galveston and Island Transit, operates two park-and-rides known as "Island Connect from the mainland in Galveston County to Galveston Island" (Galveston County Transit District, 2016).

Despite being located inside the focus area of the Houston-Galveston Area Council (H-GAC) Transportation Plan, Hitchcock does not have a public transit program of its own, nor a public transit relationship with neighboring cities.

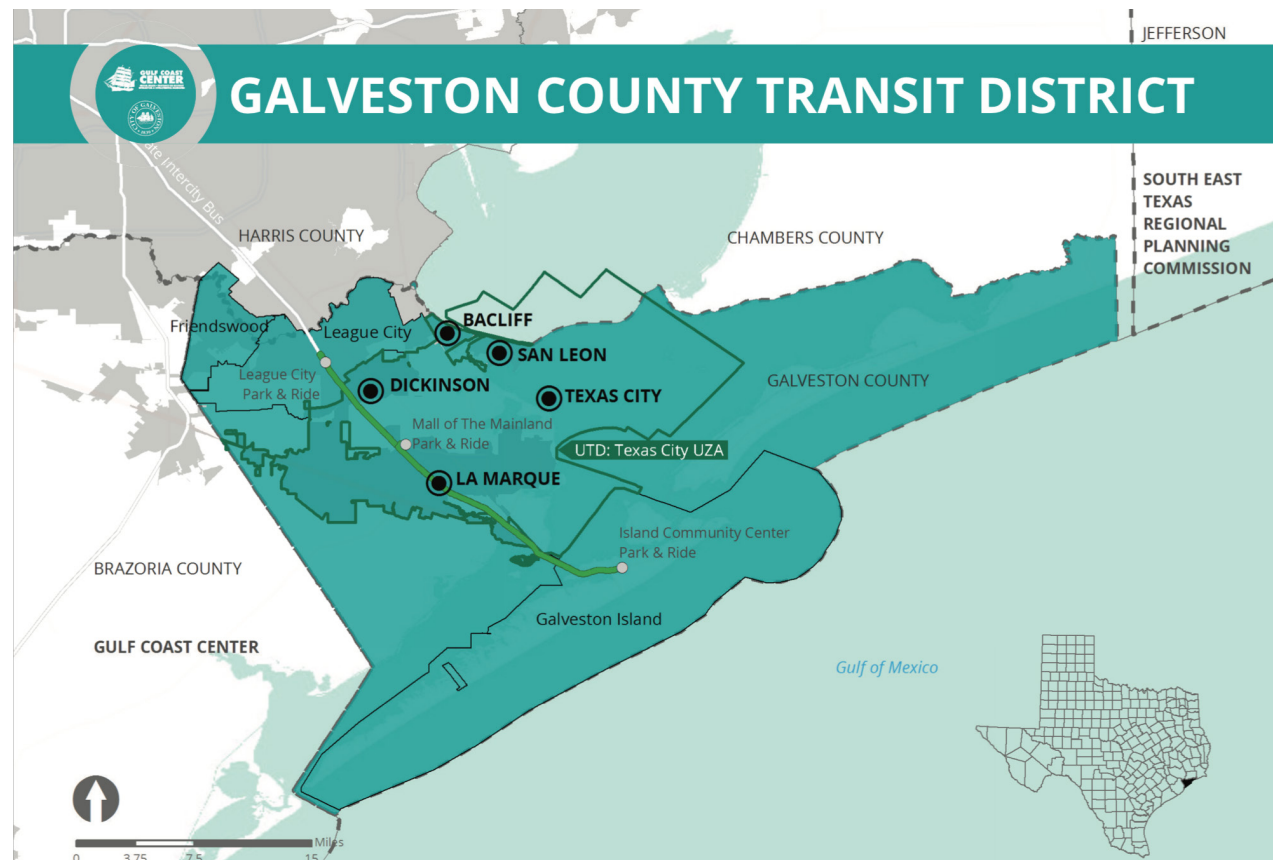


Figure 4.8: Gulf Coast Center, transit service map.

Source: GCTD Regionally Coordinated Transportation Planning, 2016.



EXISTING TRANSPORTATION FOR HEALTH SERVICES

Medical Transportation Plan

The Medical Transportation Program (MTP) is a state supported program developed in Texas to support its vulnerable citizens in need of transportation services. The program arranges and administers cost-effective, non-emergency medical transportation services to eligible Medicaid clients, children with special health care needs, Services Program clients, and transportation for Indigent Cancer Patients who have a need for transportation services (Texas Health and Human Services, 2018).

Special Needs Population

Transportation for special needs population is necessary for daily essential errands such as employment, attending college classes, grocery shopping, medical appointments, or job training. In 2016, 18.8% of the population reported a hearing, vision, cognitive impairment; ambulatory difficulty; independent living; or self-care disability. In addition, 13.6% of Hitchcock citizens are over the age of 65 and may have driving limitations (ACS, 2016). The Gulf Coaster Center provides paratransit services for people with disabilities, seniors (65+), Medicare cardholders, and students (with proper identification) in Galveston and Brazoria Counties through their Connect Transit program, but this service has a limited service area (3/4 of a mile around the regular fixed-route), leaving most of the city out of its service area (GCC, 2018).

RECOMMENDED THOROUGHFARE PLAN

Provide a safe and equitable transportation network for all users.

In order to provide safe transportation for all users, the city should start by conducting a roadway inventory assessment of citywide transportation conditions and establish a maintenance schedule, which can be appointed to a specific staff member. The city should hold annual workgroup meetings to keep the inventory up-to-date.

The city should evaluate speed limits across the city to serve the various users and different modes. Hitchcock could retain professionals to conduct necessary studies to assess the speed limits along SH 6, FM 2004, and other major roads. To perform the needed changes, Hitchcock should coordinate with regional and state agencies.

To further ensure the safety of all roadway users, traffic calming measures should be incorporated along specific major corridors and intersections, specifically to reduce speed on FM 2004 near the high school. The city needs to identify high crash frequency locations and implement calming measures there to reduce crash frequency. Hitchcock should consider retaining professionals to study the feasibility and perform necessary studies and design for different traffic calming elements.

The existing local street conditions need to be improved. Hitchcock can organize a local task force to focus on such transportation-related matters.

The transportation inventory needs to include mobility and accessibility issues and prioritize them. One such improvement that is needed and is requested by community members is a traffic light for the FM 2004 and FM 646 intersection.

To improve access management on major streets, such as SH 6, FM 2004, and IH 45, Hitchcock should retain professionals to conduct access management studies and perform needed improvements.

The city's transportation guidelines need to be improved. The planning team recommends that Hitchcock conduct research on existing grants, resources and partnerships that can assist in the development of transportation design guidelines and appoint staff to apply for grants, and memberships applicable to design guidelines. The city should retain professionals to design guidelines that specifically meet the needs of the city. Hitchcock needs to implement and maintain said transportation design guidelines.

Improve the mobility of Hitchcock residents to the greater metropolitan area.

To address existing issues and also to facilitate the expected growth of the city, several changes are recommended to the existing functional classification of various roads and streets within Hitchcock. The following paragraphs detail recommendations for future classification changes for the western side of the city and the south-central side of the city, these recommendations can be seen in Figure 4.9.

The city needs to upgrade the current roadway infrastructure to meet the city's growing needs. Upgrading FM 2004 to a 4-lane principal arterial may improve the flow of traffic along that corridor. In recent years, residents have observed that Mecom Road / Blimp Base Blvd has become increasingly used by some drivers to avoid traveling on FM 2004. Furthermore, there has also been a rise in the number of homes being built in this part of the city. Because this route is already being used as a bypass and is experiencing increased home development, upgrading it from a local road to a minor arterial may allow it to better serve as a connection between two principal arterials (SH 6 and FM 2004).

Hitchcock residents have also pointed out how drivers on Mecom Road must travel through Jay Road (local) to access Neville Road, one of the city's major collectors. Due to its current classification, having Neville Rd fully extended westward

to Mecom Rd will facilitate mobility between a future minor arterial in the western part of the city and its downtown area.

Schiro Rd and Delesandri Dr are both oriented east-west on the south-central side of Hitchcock. Upgrading Schiro Rd from a local road to a 2-lane major collector may facilitate traffic flow from FM 2004 to 2nd Street. This may also alleviate the congestion this road experiences due to traffic going to and from the nearby high school and elementary school.

Delesandri Dr currently exists in segments; upgrading it to a continuous 2-lane major collector will allow residents an alternative to travel from Mecom Rd to Schiro Rd, and ultimately to the downtown area via 2nd St. This route can serve as an alternative to taking FM 2004 and SH 6 to reach Hitchcock's downtown. To accommodate for increased traffic entering from Schiro Rd and Delesadri Rd, 2nd Street is recommended to be upgraded to a 4-lane major collector. Center St may be upgraded to a 2-lane minor collector because it already connects an existing major collector (Robinson Rd) and two future major collectors (Schiro Rd and Delesadri Dr).

Finally, Prairie Rd (in the northern side of the city) should eventually be upgraded to the status of 2-lane minor collector. The surrounding area has seen an increased amount of home development and it is possible that this route will serve a greater amount of traffic in the coming years. All existing and proposed classifications are shown in Table 4.3.

COMPLETE STREETS

Complete Streets is a transportation policy and design approach commonly adopted in the United States that signifies "a community's intent to select, design, and build transportation projects that provide safe, attractive transportation options to homes, workplaces, schools, healthcare facilities, civic and cultural centers, and other important destinations" (Smart Growth America; National Complete Streets Coalition, 2016). The Complete Streets approach enhances safety and public health and supports equity, while cutting down on transportation costs and traffic woes (see text box on Dubuque, Iowa). Complete streets typically include sidewalks, bike lanes, special bus lanes, transit stops, crossings, median islands, pedestrian signals, curb extensions, narrower travel lanes, roundabouts etc. The following are a few strategies to achieve this goal.³

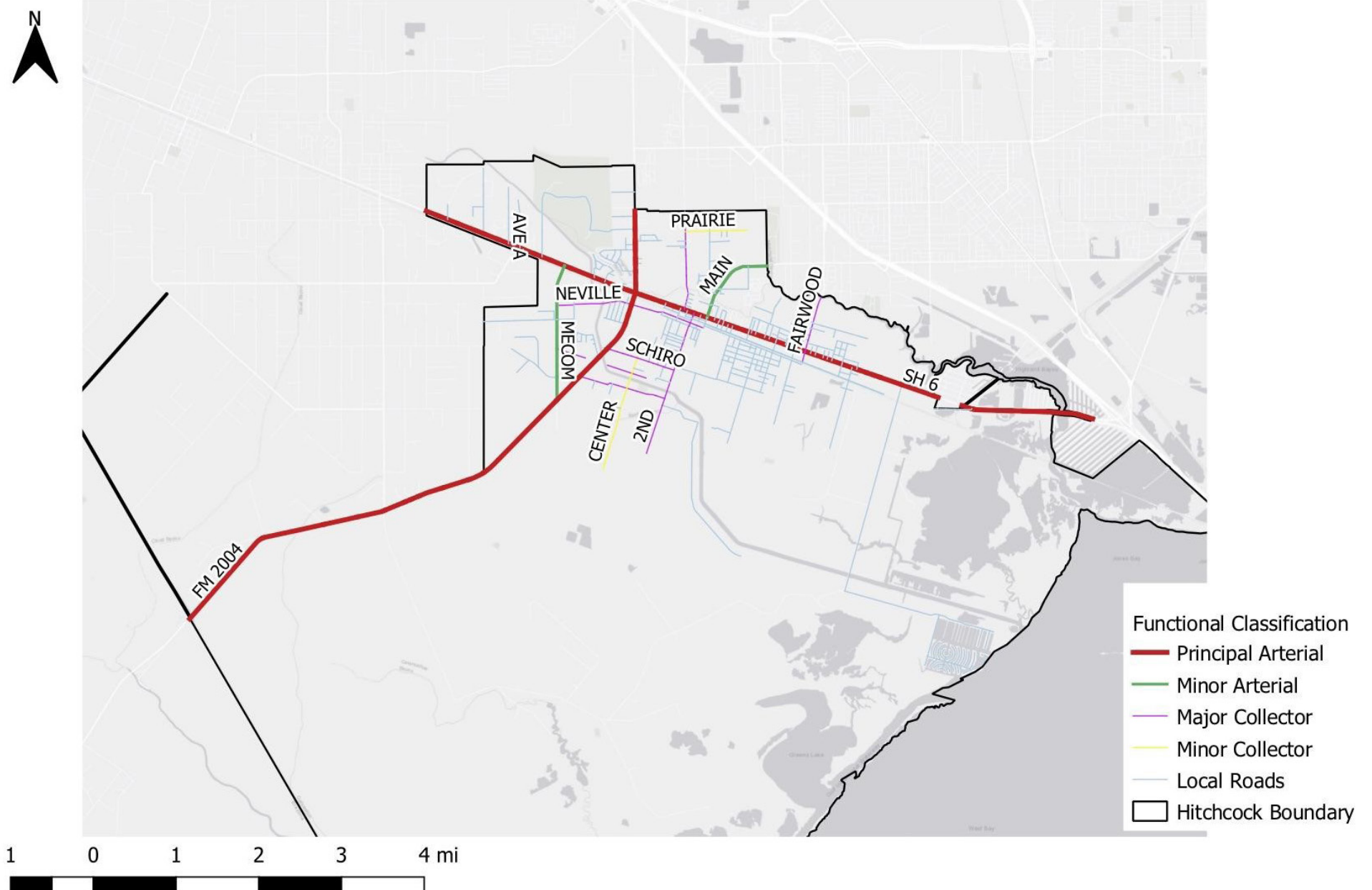


Figure 4.9: Proposed Thoroughfare Plan for Hitchcock

Source: Data gathered from TxDOT, map created by planning team

Table 4.3: Recommended Thoroughfare Plan

Facility	Current Functional Classifications	Future Functional Classification
SH 6	4-Lane Principal Arterial	4-Lane Principal Arterial
FM 2004	2-Lane Minor Arterial	4-Lane Principal Arterial
FM 519 / Main Street	2-Lane Minor Arterial	2-Lane Minor Arterial
2nd Street	2-Lane Major Collector	4-Lane Minor Arterial
Mecom Road / Blimp Base Blvd	Local Road	2-Lane Minor Arterial
Delany Road	2-Lane Major Collector	2-Lane Major Collector
Neville Road	2-Lane Major Collector	2-Lane Major Collector
Robinson Road	2-Lane Major Collector	2-Lane Major Collector
Fairwood Road	2-Lane Major Collector	2-Lane Major Collector
Delesandri Drive	Local Road	2-Lane Major Collector
Schiro Road	Local Road	2-Lane Major Collector
Center Street	Local Road	2-Lane Minor Collector
Prairie Rd	Local Road	2-Lane Minor Collector

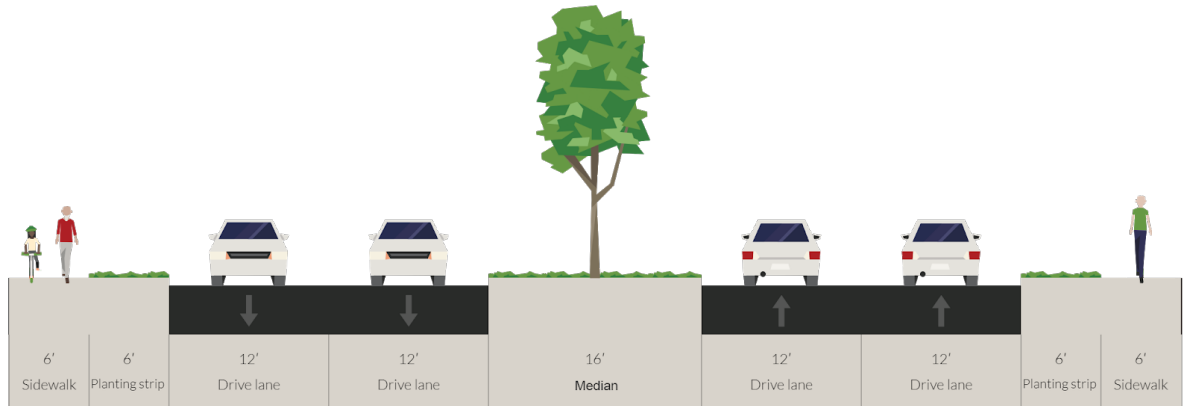


Figure 4.10: Section of proposed 4-lane Principal Arterial

Source: streetmix.com

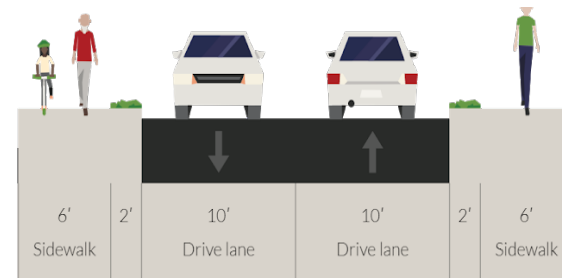


Figure 4.11: Section of proposed 2-lane Minor Collector

Source: streetmix.com

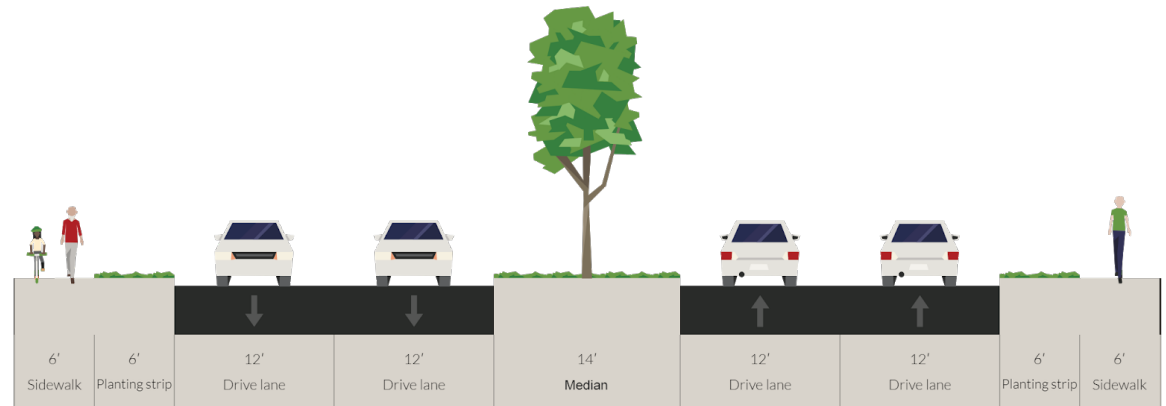


Figure 4.12: Section of proposed 4-lane Minor Arterial

Source: streetmix.com



Any and all planning and construction of new roadway connections and improvements to existing facilities will need to ensure proper coordination with county and state organizations. Figure 4.9 illustrates the recommended thoroughfare plan proposed in the aforementioned paragraphs. Figures 4.10, 4.11, and 4.12 illustrate the cross sections that will be required for each roadway based on its functional classification.

Hitchcock should consider collaborating with regional authorities to develop a long-term functional network system. Additionally, coalitions and partnerships can help obtain resources needed to improve the transportation network conditions. Partnerships with neighboring cities can also be established to assess common needs and potential solutions. To address specific issues and monitor the city's needs, the city should account for and assess the city's population growth.

Promote alternative modes of transportation: Proposed Active Transportation Plans

Pedestrian Improvements

The pedestrian improvements are intended to improve accessibility by:

- Fostering walking to places that community members have shown desire,
- Improving places where people are already walking,
- Aiding in the development of economic centers, and
- Promoting safer environments.

The city should develop an active transportation system plan to include walking and biking. The active transportation plan should propose a more comprehensive approach to pedestrian mobility, integrating the main concerns and desires shown by members of the community into the creation of a cohesive network.

Hitchcock can begin by identifying local individuals and groups to serve as champions for active transportation. Additionally, agencies and funding sources should be identified to support the city's implementation of active transportation. Consult with citizens to discern locations they have a desire to access on foot or bicycle such as parks and economic centers. It is important that the city establishes a bicycle and pedestrian network master

plan that identifies the existing sidewalks and conditions, as well as potential shared-use lanes and paths. The city should continue to revise the thoroughfare plan based on public meeting feedback.

As the city attempts to create more economic vibrant downtown corridor with streetscape improvements such as sidewalks can aid delimiting the area, attracting people and accomplishing the 'downtown feel' that the community desires. Another important area of opportunity for pedestrian improvement are schools. By improving pedestrian conditions for school access the city can create safer environments for young individuals who are already walking to school, it can also encourage an active lifestyle.

The proposed pedestrian improvements include the creation of a continuous sidewalk on SH 6 between 2004 and Wayne Johnson Avenue, and the sidewalks along FM 2004 connecting Hitchcock ISD Head Start, Hitchcock Primary School, and Hitchcock High School. In addition to the sidewalk construction, it is also recommended to implement pedestrian crossing improvements at the intersections of SH 6 and FM 2004, and SH 6 and Main Street. Figure 4.13 shows the proposed pedestrian infrastructure improvements.

In addition to infrastructure improvements, it is also recommended that the city of Hitchcock create and maintain an updated inventory of existing sidewalks, and other amenities, and that the city integrates the construction of sidewalks into the development process for new construction.

Bicycle Improvement

A delimited network of shared-lanes roads connecting points of interest such as the local library, the local high school, Stewart Elementary School, Joe Moore Park, and the proposed downtown area, can help promote transportation alternatives for short trips as well as empower young people to move without the need of someone driving them. The proposed shared-lanes take advantage of secondary roads parallel to the mayor highways, and allows the use of existing infrastructure to avoid the need for substantial investments.⁴

As shown in Figure 4.13, the bicycle network takes advantage of Neville Road, Main Street, South Railroad Road, and Burn Street to connect Hitchcock High School, Stewart Elementary School, Hitchcock Public Library, and Joe Moore Park.

Trails

Jack Brooks Park, the diversionary canal, the local creeks and wetlands are areas of opportunity that members of the community and city staff have mentioned on several occasions. To take advantage of these resources, a number of trails are proposed. The active transportation map (Figure 4.13) shows a trail along the diversionary canal connecting Jack Brooks Park, existing sport facilities, and other current resources. Designing connections between this trail and elements of existing urban fabric can help create not only a recreational facility, but be part of an active transportation network that allows people to move between the different ame-

nities along the trail and the bicycle route. Before implementing improvements along the canal, the city should study the feasibility, and perform the necessary design and engineering.

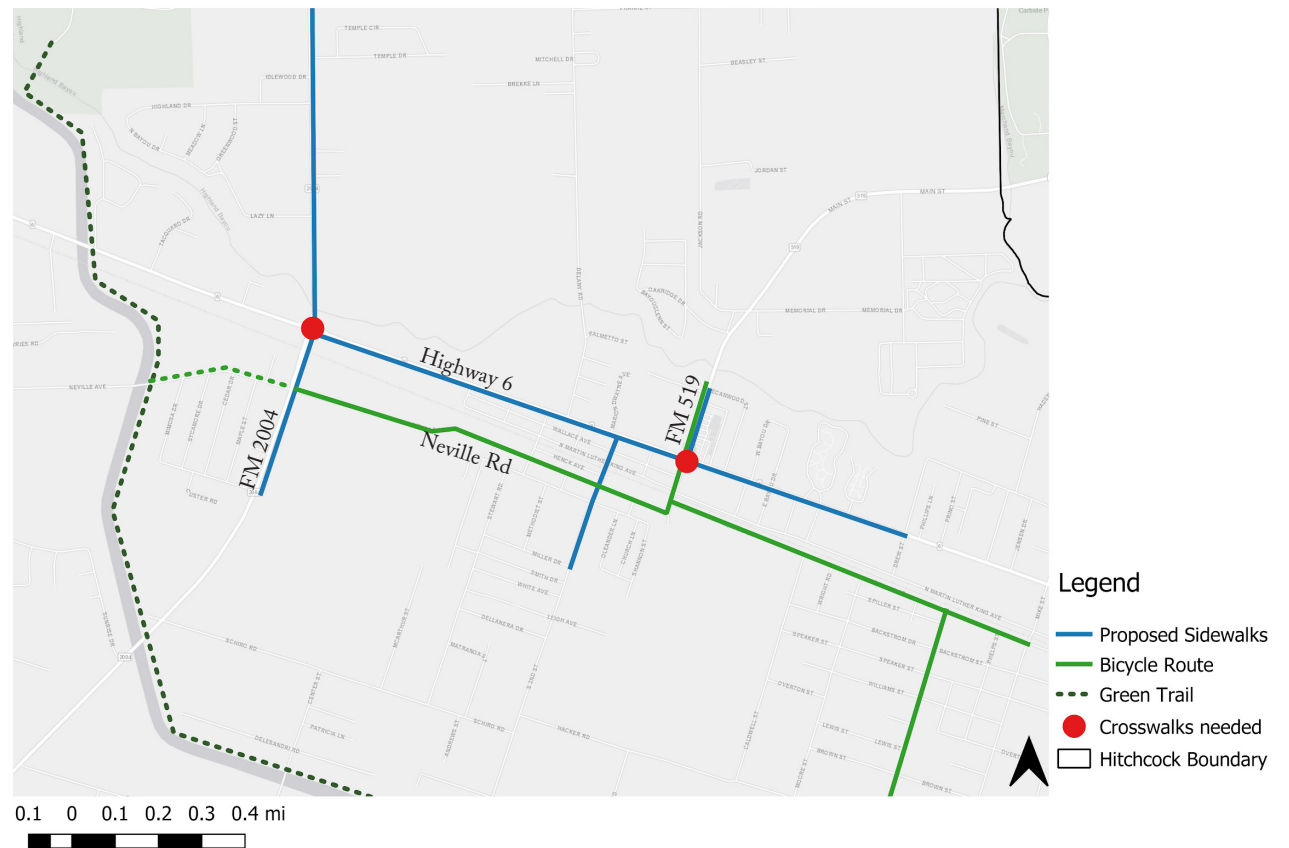


Figure 4.13: Proposed Active Transportation Plan.



Transit Recommendations

Public Transit Improvement

As Hitchcock is expected to continue growing in the future, the importance of offering a wider variety of commuting and traveling opportunities may become more apparent. It is important that the city staff begins monitoring population trends and the travel needs of its people to ensure that transportation needs of all Hitchcock residents are covered in an equitable manner.

Establishing relationships with staff and representatives of neighboring cities, as well as seeking partnerships with members of the Gulf Coast Center, HGAC, and the Galveston Transit District can be a proactive way to ensure that if the need for expanding the transit options for the people in the city arises, representatives and staff of Hitchcock will be able to start looking for opportunities, including the incorporation of Hitchcock in future regional transit plans. As the connection with larger cities in the area (such as Houston and Galveston) strengthen, park-and-ride options that allow people from Hitchcock to access job employment, education, and other opportunities found in these larger cities. Ride-sharing programs are another alternative that could be implemented to assist people of Hitchcock in reaching their destinations taking advantage of current infrastructure.

Transportation for Health Services

In line with other transit services, the representatives of Hitchcock should seek partnerships with members of the boards of Gulf Coast Center, HGAC, and the Galveston Transit District to seek the expansion of paratransit service to accommodate demand. The city should perform studies to establish need, as well as gather data and other information which can be utilized when applying for grants and other kinds of aid to expand services, purchase vehicles, assist in operational expenses, etc.

Another alternative to expanding transportation services for non-emergency travel is seeking partnership with Transportation Network Companies (TNC), better known as ride-sharing companies. TNC partnerships with transit agencies, municipalities, and counties have been established in places such as Dallas, Austin, and other metropolitan areas. Dallas Area Rapid Transit, MV Transportation (paratransit service operation in the Dallas Area), and Lyft partnered to extend paratransit ridership by taking advantage of Lyft's vehicles and drivers through call centers. Capital Metro, in Austin, partnered with VIA to facilitate access to transit stations within a specific distance. These examples showcase existing public-private partnerships in Texas, which could be seen as options to be incorporated by different transit agencies or governmental programs to expand services in Hitchcock with lesser investment.

Recommended Maintenance Schedule

Based on feedback from the public, there is no current maintenance plan or maintenance schedule. It is recommended that the city of Hitchcock conduct an inventory of all current transportation facilities documenting traveled way, shoulder, roadside, sidewalks, pedestrian lanes, bike lanes, lighting, drainage, and traffic operation. This will make it easier to find transportation facility location, ownership, maintenance cost and other information.

The first step of creating a maintenance schedule is conducting an inventory analysis of all the roads and facilities in the city. This step can be done by evaluating the current condition of all the roads and facilities. Using Table 4.4 for roads and Table 4.5 for other facilities to collect information about those things in this city.

Based on the results of such an analysis, city staff will know the current condition of all the roads and facilities. Then, based on that condition and funding, staff can identify the priority of the maintenance schedule and the method needed. Table 4.7 - 4.9 provide information about what kind of maintenance work needed to be done for different facilities based on 3 different maintenance categories. Staff can choose different maintenance categories to set up their maintenance schedule depending on the situation. For example:

A statewide boat race on the weekend-- increased traffic volume, especially the volume of pickup trucks with trailers will increase significantly. Staff can choose to do preventive maintenance for the travel way (Table 4.7) one week before the event to prevent the major deterioration of the pavement.

Table 4.4: Template for Road Evaluation

Road Name	Functional Class	Paving Materials	Length (ft.)	Width (ft.)	Area (Sq. ft)	Ownership	Estimated Repair Cost (\$)	Total Maintenance Cost (\$)
Name	Minor Collector	Asphalt	100	20	2000	TxDOT	0	0

Table 4.5: Template for Evaluation of Other Facilities

Facility Name	Location	Current Condition	Ownership	Estimated Repair Cost (\$)	Total Maintenance Cost (\$)
Road Sign Mark	Intersection of FM 2004, SH6	Left turn sign mark needs repair	TxDOT	0	0



Table 4.6: Road Construction Material List

Material	Estimated Cost	Pros	Cons	Cost Source
Asphalt Paving	\$3.5 per sq.ft. is applied	<ul style="list-style-type: none"> • Sleek appearance • Even surface • Long lifespan • Last 12 – 35 years 	<ul style="list-style-type: none"> • Needs a frequent seal coating to prevent cracks and potholes • Costly • Requires maintenance every 2-5 years • Cracks and holes should be repaired as soon as possible • Can be damaged during extreme heat 	http://www.homeadvisor.com/cost/outdoor-living/install-asphalt-paving/
Chip Sealing	\$2.84 per ft. is applied	<ul style="list-style-type: none"> • Great alternative to asphalt • Quick installation • Ease of maintenance • Relatively durable • Very competitive pricing 	<ul style="list-style-type: none"> • Forms ruts and sinkholes • Hard to keep smooth and looking good • Causes dust, debris, and dirt to fly • Requires frequent cleaning nearby home • Somewhat undesirable to ride a bike and walk on 	www.boiseweekly.com/boise/to-chip-or-not-to/Content?oid=932874
Caliche Paving	\$2.22 per sq.ft. is applied	<ul style="list-style-type: none"> • Alternative to chip sealing • Quick installation • Acceptable materials as drive-way surface • Ease of maintenance • Most competitive price 	<ul style="list-style-type: none"> • Forms ruts and sinkholes • Hard to keep smooth and looking good • Causes excessive dust, debris, and dirt to fly • Requires frequent cleaning of nearby homes • Not even surface • Not desirable to ride a bike and walk on 	http://www.recomtx.com/pricing.html
Concrete Paving	\$4.99 per sq.ft is applied	<ul style="list-style-type: none"> • Relatively affordable when consider the longevity • Durable, last 50 years or more • Very strong, can stand up to the heaviest vehicles 	<ul style="list-style-type: none"> • Initial price is high • It is not the most attractive building material • Require annual maintenance, especially sealing 	https://www.fixr.com/costs/concrete-driveway-paving

Table 4.7: Travel Way Maintenance Categories

Routine Maintenance	Preventive Maintenance	Major Maintenance
Pavement-related work to include restoration of pavement service-ability including: recondition, rebuild, level up, and overlay. This would include, but not be limited to: pavement repair, crack seal, bituminous level ups with light overlays to restore rideability (overlays not to exceed total average depth of 2”), additional base to restore rideability, and seal coats.	Pavement-related work performed to prevent major deterioration of the pavement. Work would normally include, but not be limited to: milling or bituminous level-ups to restore rideability, light overlays (overlays not to exceed total average depth of 2”), seal coats, crack sealing and micro-surfacing. Preparatory work such as milling, repairs or level-ups may also be performed.	Pavement-related work to strengthen the pavement structure for the current and projected future traffic usage. Work should include: restoration of pavement serviceability of roadway. This would include but not be limited to: recondition and stabilize base and subgrade, add base, level up, overlays and seal coats. Pavement widening can be considered major maintenance if done to correct a maintenance problem

Source: TxDOT, T. D. (2017)⁵

Table 4.7: Travel Way Maintenance Categories

Routine Maintenance	Preventive Maintenance	Major Maintenance
All work to maintain sides of roadway including but not limited to: maintenance and operation of picnic spots, rest areas, removal of litter, mowing, trees and bush trimming, repair and upgrade guard rails and extrude terminals, repair slides and side slopes, placing topsoil, sod, shrubs, etc., to re-establish proper grade and vegetative cover, landscaping, removal or treatment of roadside hazards, installation and maintenance of environmental protection devices and mitigation of spills/hazardous materials.	None	None

Source: TxDOT, T. D. (2017)⁶

Table 4.9: Roadside Maintenance Categories

Routine Maintenance	Preventive Maintenance	Major Maintenance
Installation, repair and replacement of signs, delineators, illumination, signals and related appurtenances; installation and replacement of stripping, pavement graphics, raised pavement markings rumble strips; maintenance of traffic control cabinets and the corresponding appurtenances.	Replacement of raised pavement markings, pavement graphics, striping and rumble strips may be performed in conjunction with a resurfacing operation.	Installation of new signal systems to upgrade outdated signal designs.

Source: TxDOT, T. D. (2017)⁷



REFERENCES

- ¹ OnTheMap Application. (2016). Inflow/outflow analysis, 2005, 2015. Retrieved from <https://onthemap.ces.census.gov/>
- ² U.S. Census Bureau, American Community Survey (2013–2017) 5-Year Estimates. (2018). ACS demographic and housing estimates. Retrieved from https://factfinder.census.gov/bkml/table/1.0/en/ACS/17_5YR/DP05/1600000US4834220
- ³ Complete Streets Project (2018) The City of Dubuque: Masterpiece on the Mississippi. Retrieved from <https://www.cityofdubuque.org/2351/Complete-Streets-Project>
- ⁴ Existing shared-lane in Brownsville, Tx. Source: City of Brownsville Website. Retrieved from: <https://www.cob.us/ImageRepository/Document?documentID=4544>
- ⁵ Definition and Planning, Maintenance Management Manual, TxDOT Manual System. Retrieved from [txdot.gov:http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm](http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm)
- ⁶ Definition and Planning, Maintenance Management Manual, TxDOT Manual System. Retrieved from [txdot.gov:http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm](http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm)
- ⁷ Definition and Planning, Maintenance Management Manual, TxDOT Manual System. Retrieved from [txdot.gov:http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm](http://online-manuals.txdot.gov/txdotmanuals/mmt/definitions_of_maintenance.htm)

A photograph of the Genevieve Miller Hitchcock Public Library. The building is a single-story structure with a tan brick facade and grey horizontal bands. Two large, dark-framed glass doors are visible. To the left, a white sign on a black post reads "GENEVIEVE MILLER", "HITCHCOCK", and "PUBLIC LIBRARY" with a book icon. A tall flagpole stands in front of the building, flying the American flag and a red, white, and blue flag. A blue car is parked in the lot, and a bicycle is parked on a rack near the entrance. The sky is blue with white clouds, and tree leaves are visible at the top of the frame.

GENEVIEVE MILLER
HITCHCOCK
PUBLIC LIBRARY

Genevieve Miller
Hitchcock Public Library

COMMUNITY FACILITIES



INTRODUCTION

Community facilities house and provide services to the public, such as civic services, education, and healthcare. Most citizens regularly utilize these services, which are assets that bring stability and investments into the surrounding neighborhoods. This chapter illustrates the conditions of the existing facilities and services in Hitchcock and provides recommendations to maintain, improve, and expand these services for accommodating the needs of present and future residents. Through ideas and suggestions provided by residents and analyzing the current conditions of the city, the planning team created the following goals, policies, and actions to create a vision of what future community facilities, infrastructure, and services could be. “Accessible amenities” and “high quality of life” are the keywords that define the theme of the chapter.

COMMUNITY FEEDBACK

Based on feedback provided by Hitchcock community residents, the availability and efficient use of community facilities and services were of top priority. Hitchcock residents expressed concern regarding access to services and facilities intended for their community. Issues regarding police and fire department equipment, response times, and physical locations were recurring topics of discussion. Additionally, because Hurricane Harvey damaged several public facilities throughout the city, residents expressed their concern about the safety and integrity of structures.

The creation of a community center was also another widely supported amenity residents desired in the city. Residents of Hitchcock expressed the need to expand access to healthy food, healthcare, education, and protection. Community members wanted to ensure adequate, safe and structurally sound public facilities. Residents desired a designated community gathering space to serve multiple uses.

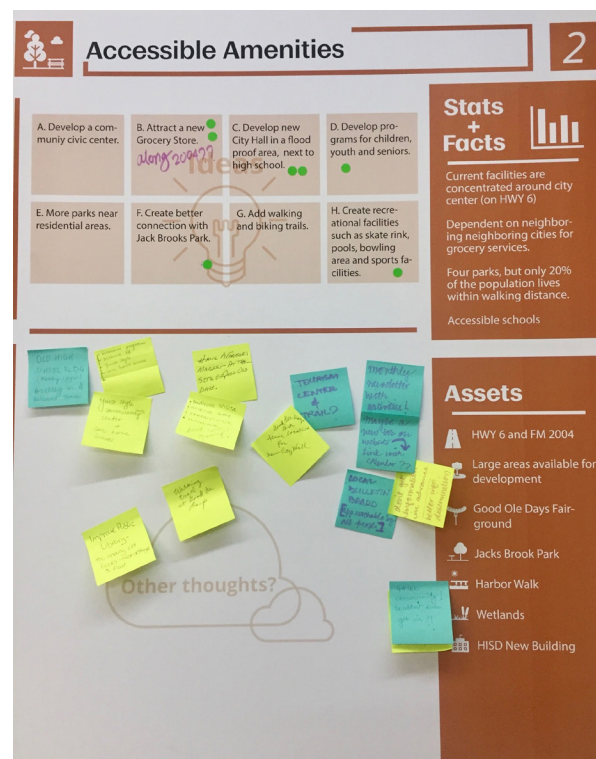


Figure 5.1: Accessible Amenities Chart



What activities can we offer at the community center? (Senior and youth)



Community garden to keep kids involved.



Our town is a tight knit, resilient community with a strong vision for our future.



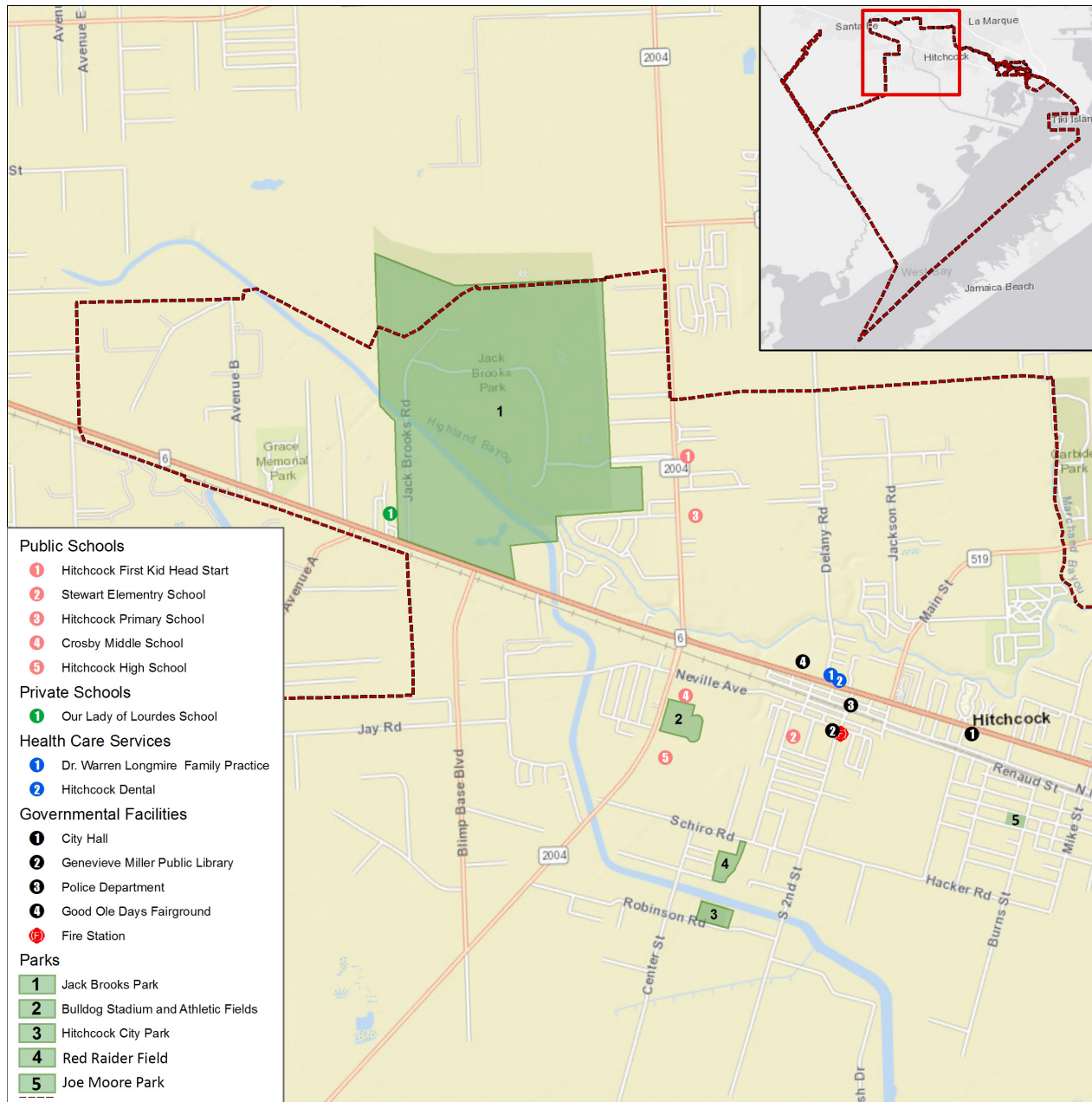


Figure 5.2: Community Facilities in Hitchcock



EXISTING FACILITIES

City Hall

Hitchcock's City Hall is a small facility located on SH 6, near the police station and down the road from the Chamber of Commerce. The current City Hall has maximum capacity for 30 people and houses three offices. City Council and Planning and Zoning meetings are held within City Hall. Unfortunately, the facility was damaged during Hurricane Harvey due to roughly 3 feet of water during.

Police and Fire Facilities

The Hitchcock City Police Department is located in a central part of the city and is committed to protecting the community and maintaining the sense of security, safety, and well-being. As of 2019, Hitchcock currently employs 19 police officers. This accounts to one officer per 415 Hitchcock residents or 24 officers per 10,000 residents, which is higher than the ratio shown in U.S. cities who held an average of 16.8 officers per 10,000 residents.¹ However, this statistic is for cities with a population over 25,000. Compared to 7,873 cities with populations similar to Hitchcock, less than 10,000, we see 35 officers per 10,000 residents.² Hitchcock falls in between the two statistics. In addition to the Police Department, Hitchcock has one Volunteer Fire Department that has 41 volunteers in service.³ They are both located in central zones of the city, which gives them logistically sound routes throughout the city.

Genevieve Miller Hitchcock Public Library

Since 1969, the Genevieve Miller Hitchcock Public Library building has been a staple of the Hitchcock community. The name was bestowed when Genevieve Miller donated the land for the library where it was then named in her honor. Genevieve Miller Hitchcock Public Library will be celebrating its 50 year anniversary of being a library in January 2020. Currently, it is located in central Hitchcock on SH 6, near the fire station, police department, and city hall, while also being only a few streets away from the three public schools. Here, residents can access printing, computers, children programs, book clubs, and adult learning. There are three full time staff members who help educate and serve the residents of Hitchcock. The building itself sustained damage during Hurricane Harvey, but has since been restored.

The creation of the Genevieve Miller Hitchcock Public Library is a testament to care Hitchcock residents have for the community. The library started out as a small book drive in 1969, and was housed in a 900 sq feet room, and run entirely by volunteers. Slowly, the local support for the library grew, and ambitions to create a community space that could serve the residents became to take fruition. Residents like Genevieve Miller, Ursula Latimer, and Vera Young donated their own personal property to the library. From 1979 until 1985, there was a dedicated grass roots effort to raise funds for the library. To fund the creation of the library the Hitchcock community donated checks ranging between \$5-\$5,000 and had countless



Figure 5.3: Hitchcock City Hall



Figure 5.4: City of Hitchcock Police Department
Source: Google Maps



Figure 5.5: City of Hitchcock Fire Department

dances, fundraisers, sales, and memorial funds. By the end of 1985, a total of \$274,000 had been raised from the community. This was used to construct the 6,840 sq ft library that sits on 3.5 acres of land. It is a storied accomplishment to go from a book drive to a fully fledged community asset in a span of 15 years. The feat was recognized in 1986 by the Texas Library Association when the library was presented the “Library Project of the Year Award.” Genevieve Miller Hitchcock Public Library exemplifies what Hitchcock stands for, and it should be used as an inspiration to see what can be achieved when the community comes together. There is a lot of history in the creation of the library, and there is potential to grow Genevieve Miller into a historic landmark that residents and visitors can come and appreciate.

Schools

Of the 7,902 citizens of Hitchcock, 30.5% are children under the age of 18, which is significantly higher than the national average of 22.4%. In 2010, 44% of households had a child under their care.⁴ This poses a unique challenge and opportunity for Hitchcock as it looks toward educating the next generation of residents, which can bring along natural benefits for the city.

Hitchcock Independent School District (HISD) is the primary educational service institution of the city, incorporating five schools that total 1,717 students. There is a small portion of the city in the northwest that is covered by Santa Fe ISD. Table 5.1 shows the attendance and accountability rat-

ing of each school. As shown, all schools except Crosby Middle School achieved a rating of Met Standard under the Texas Education Agency Rating System in 2017.

In addition to the public education institutions in the area, Hitchcock is also home to one private school, Our Lady of Lourdes School (Pre K - Sixth Grade), which is affiliated with with Our Lady of Lourdes Catholic Church. The locations of the school facilities can be seen in Figure 5.5.

Almost a third (30.5%) of the population in Hitchcock is under the age of 18, with 19.5% of the population living in poverty. Of the total number of households, 17.3% of them are a single mother household,⁵ which can be considered a vulnerable population based on the difficulties associated with it. Hitchcock seeks to support these vulnerable populations and see them prosper. As of now there is only one preschool and daycare center within the city limits, but there is an up-start program called “Kids Head Start Program”. Kids Head Start Program by Hitchcock ISD is a program designed to help low-income disadvantaged families by providing preschool services. The program enrolls 220 students in hoping to give them the proper attention and direction from the beginning. The Head Start program is staffed by 12 teachers and 12 teacher’s assistants, providing a high faculty:student ratio. Its location near Hitchcock Primary School and a few minutes from Hitchcock High School creates for an inclusive campus feel, where there are shared design constraints. The Kid’s Head Start Program is an important initiative from the city that provides



Figure 5.6a: Genevieve Miller Hitchcock Public Library

“This new library with its additional services will make a difference in the lives of the people of this small community. It was made possibly by those many citizens who were dedicated to the need to establish a fine library for the community which would serve for the future needs for years to come.”

”



Figure 5.6b: Genevieve Miller Hitchcock Public Library



the youth “with the tools that will empower them to develop fulfilling, productive and satisfying lives” (HitchcockISD.org) Hitchcock should be proud of this incredible program and support it to progress even more. For more information about this program, head to <https://www.hitchcockisd.org> to learn about the Head Start values as well get to know the faculty and staff.

Food Access

There are four local convenience stores for basic grocery essentials, but none that offer fresh produce or a variety of nutritional food options including Chevron, Valero, Brazoria Texaco, and the Corner store. As of now, Hitchcock residents must drive a minimum of 5 miles to reach the nearest large scale retailer. Common grocery stores such as Walmart (League City, 22 minutes), H-E-B (Santa Fe, 10 minutes), and Kroger (Texas City, 14 minutes) are only accessible by going to other towns.

Hospitals and Health Care Facilities

Hitchcock has few healthcare service centers within the city limits. Dr. Warren Longmire is a family medicine specialist and has been practicing for 55 years.⁶⁴ Hitchcock Dental, managed by Dr. Richard Seume, provides dental care services for citizens in Hitchcock. While there are no major hospitals in the city, Hitchcock residents can access hospitals and medical centers in neighboring cities, specifically Galveston and Houston. Both cities are known for their extensive healthcare



The mission of the Genevieve Miller Hitchcock Public Library is to educate, inform, entertain and culturally enrich the entire community by providing a broad range of library materials, information services and special programs in a welcoming environment and to promote and encourage lifelong learning and the joy of reading.⁶



Table 3.1: Hitchcock Zoning Districts

School- Name	Grade Range	Number of students	Accountability Rating 2017
Hitchcock Kids First Head Start	EE- PK	219	Met Standard
Hitchcock Primary School	PK-2	467	Met Standard
Stewart El- ementary School	3-5	344	Met Standard
Crosby Middle School	6-8	316	Improvement Required
Hitch- cock High School	9-12	371	Met Standard

Source: City of Hitchcock Code of Ordinances



Figure 5.7: Hitchcock High School
Source: www.durotechgc.com



Figure 5.8: Hitchcock Primary School
Source: www.hitchcockisd.org

centers and facilities. Residents receive their medical services from Texas Medical Center, Houston Methodist St. John Hospital, and Clear Lake Regional Medical Center in Houston; UTMB (University of Texas Medical Branch) Health Hospitals in Galveston and League City; and Mainland Medical Center in Texas City.

The Texas Medical Center (TMC) is the world's largest medical complex with about 10 million patient encounters per year. TMC has been pioneering patient care, research, education, and prevention since its establishment in 1945. Houston Methodist St. John Hospital brings all the expertise and compassionate care of the world-renowned Houston Methodist Hospital in The Texas Medical Center to the Bay area. Located in Nassau Bay, across from the NASA Johnson Space Center, St. John offers innovative, high-quality, patient-centered care in a welcoming, healing environment.

Clear Lake Regional Medical Center (CLRMC) is a 595-bed tertiary regional referral center offering a comprehensive array of medical services for the region's growing population. The Heart and Vascular Hospital provides nationally recognized cardiac care close to home. The Women's Center at CLRMC incorporates facilities and expertise designed to provide comprehensive health care for women of all ages.

UTMB League City Campus Hospital provides various health care services including urgent care, emergency care, labor and delivery, radiology and imaging, inpatient medical and surgical care, pharmacy, and outpatient surgical services.⁶⁸

UTMB Galveston Campus is a complex of a medical school, clinics, and hospitals. John Sealy Hospital was first built in 1978 and is a 12-story building with single patient rooms and specialized care units.⁶⁹ Jennie Sealy Hospital opened in April 2016 and features 310 patient rooms and dome medical services.⁷⁰ UTMB Children's Hospital was reopened as a part of John Sealy Hospital in 2012.⁹² Mainland Medical Center is a 223-bed healthcare facility with more than 725 medical staff and over 200 physicians. It was founded in 1952 and has been serving Galveston County ever since.



Figure 5.9: Good Ole Days Grounds



Figure 5.10: Children participating in the Good Ole Days Festival events



Figure 5.11: Annual Ice Cream Social



COMMUNITY EVENTS

Good Ole' Days Festival

The Good Ole Days Festival is an annual celebration that brings the community together to enjoy a day of food, local vendors, and fun. Several special events take place during the festival, including an “Old Smokey” Cook-off where people compete to see who is the best cook in three different categories, anything wrapped in bacon, chicken wings, and beef fajitas. Additionally, there is the Good Ole Days Pageant for girls ages three to 18. For the last five years, the Lonesome Dove 4-H has hosted Mutton Bustin’ for kids. These events encourage kids and their families to come together and make memories as a family and as a community.

Galveston County Trade Days

Trade Days is an annual event that brings in local vendors to sell their art, clothing, crafts, and more. This event takes place at the Galveston County Fairgrounds in Hitchcock and gives local small businesses and artisans to share their business with the community.

Annual Ice Cream Social

At the end of every school year, the Hitchcock Chamber of Commerce hosts an ice cream social to show its appreciation for the teachers and staff of Hitchcock ISD.

RECOMMENDATIONS

Promote healthy lifestyles for Hitchcock residents of all ages.

Although the residents of Hitchcock have limited access to healthy food choices and fitness centers, it is still possible for residents to live healthy, well-rounded, active lifestyles. Figure 5.10 provides strategies to promote health based on various target groups.

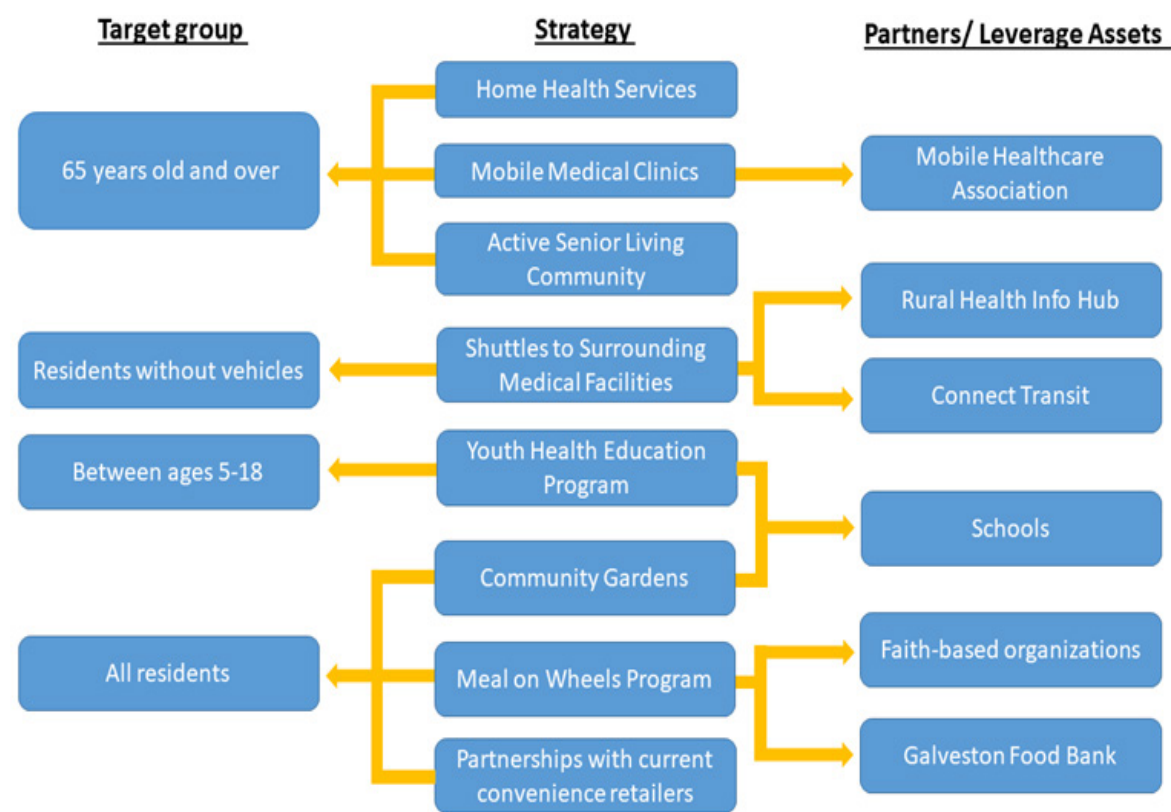


Figure 5.11: Strategies to Promote Health Access

Youth Health Education Program

A strategy to promote health for youth is through programs and workshops that educate youth and their families about how to have healthy lifestyles, both physically and mentally. Programs and workshops can be built into the curriculum at Hitchcock Independent School District is the most ideal solution to implementing these programs. Currently, there are no required health and lifestyle courses in middle and high schools and only basic physical education class for elementary school. A partnership with the city, school district, and an outside lifestyle learning curriculum provider could prove to have many long-term benefits to the overall health of the community.

The city should invest in youth sports programs to promote its community and encourage healthy, active lifestyles beginning at a young age. Being physically active is a large part of achieving health and wellness and is instrumental when it comes to the youth population. Aside from school-sponsored sports, Hitchcock has limited options for organized sports programs. Bringing youth programs into the city would bring some positive benefits. Parents would no longer need to travel farther distances and more kids would be able to partake in these activities. Supporting the local teams drives community involvement and overall civic engagement.⁷ Though this measure is meant for the youth population, the entire community can benefit from them.

YOUTH SPORTS: HARKER HEIGHTS, TX

One way to improve the health of the city is through community engagement which is becoming “increasingly recognized as a vital component of efforts to expand access to quality care, prevent disease, and achieve health equity for all Americans.” (CDC Principles of Community Engagement).

The Episcopal Health Foundation (EHF) has put together a resource center for community partners to access in efforts to increase community engagement. Recently, the EHF

created an interactive map, showing the life expectancy rates for Texas neighborhoods. The map can provide policy makers, community leaders, and health officials with vital information that shows where the greatest needs may be in a community. According to the map, The life expectancy for Hitchcock is 69.4 years, which is several years lower than the surrounding areas and almost 10 years lower than the US national average. As stated in Chapter 9, 24.8% of Hitchcock’s population is living in poverty, putting them at risk for lower life expectancy, according to research.

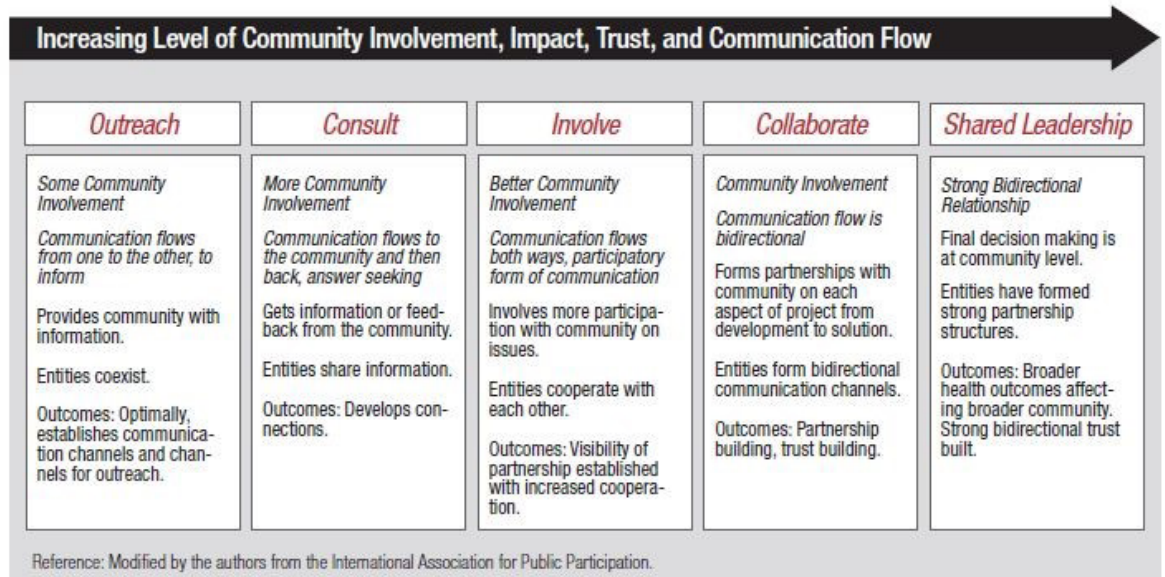


Figure 5.12: Community Engagement Continuum

Source: <https://www.atsdr.cdc.gov/communityengagement/index.html>



The city needs to provide equal access to healthcare services to all residents. Below are some examples that can be used in Hitchcock:

Shuttles to Surrounding Medical Facilities

In order for the community to thrive, all residents need to have access to healthcare services. Building a carpool program network that transports patients from the town of Hitchcock to the surrounding hospitals is a community driven strategy that could help all residents of Hitchcock. Hitchcock could apply for grants through Texas Disability Grant which help fund handicap accessible vans for Texas residents.⁹ Furthermore, a favorable solution would be to partner with an existing shuttle service company in the area to connect residents with the nearby cities. This would bring an established industry that brings jobs as well as providing a well needed service.

Mobile Medical Clinics

Mobile medical clinics are vehicles that station themselves within communities in need of quality health care due to lack of money, an isolated location, or other limiting factors. According to the Mobile Health Map, the nearest mobile clinic to Hitchcock is nearly 30 miles away in La Porte, Texas, so there is a significant opportunity to capitalize on this resource in Hitchcock with this strategy.¹⁰ The growing elderly population and local families would greatly benefit from neighborhood healthcare, particularly for vaccines, flu

shots, and other common healthcare needs. The Mobile Healthcare Association (MHA) provides strategic initiatives that complement advancing access to healthcare on a continuing basis and in times of national emergency disaster.¹¹ By reaching out to and partnering with MHA, the City could bring a mobile health clinic to Hitchcock.

Micro Hospital

A micro-hospital is defined as a small-scale, inpatient facility with between eight to 15 short-stay beds. Such facilities reportedly provide many of the same acute-care and emergency services done at larger hospitals, and they are cheaper to operate. The city should explore strategies to develop micro-hospital in Hitchcock.

Home Health Services

Home health services provide specialized health care services for residents in the comfort of their home. These services are ideal for elderly residents and residents who have aging family members to care for. Home health services ensure elderly, disabled, or injured residents can get the quality medical attention they need, on a regular schedule, and in the comfort of a familiar place. Currently, there are no home health services based in Hitchcock, but there are companies that serve the Hitchcock community: Guardian Angel Home Health is based in Santa Fe, Home Instead Senior Care is based in Texas City, and Home Health Providers is based in La Marque.

YOUTH SPORTS: HARKER HEIGHTS, TX

The City of Harker Heights, TX provides a variety of team sports organized by the city with volunteer coaches from the community. The city's Parks and Recreation Department provides a "multiple child discounts" to give families with many children an opportunity to participate at a lower cost. To register the first child it costs \$45, and after that, each child's registration within the same family is discounted by \$5. This is a simple measure that encourages parents, even of lower income households, to place their kids in these programs.⁸

HEALTH HUT IN RURAL LOUISIANA

In the rural areas of Lincoln Parish, Louisiana, "Health Hut" was set up to address the specific health needs of the community.¹² It accepts patients who were discharged from hospitals as a way to prevent re-hospitalization related to a lack of follow-up care. This mobile clinic travels to rural communities on a regular basis to provide primary care to help the uninsured and those without access to primary care to manage and control their chronic disease

Senior Assisted Living

Hitchcock's demographic trends with continued increase in the senior citizen population indicate a need for assisted living facilities. A senior assisted living facility can house seniors who cannot or choose not to live independently. Hitchcock can partner with not-for-profit organizations who explicitly specialize in retirement communities. The city can also build a partnership with a senior care company to develop an active senior living facility in Hitchcock.

Access to healthy food

Due to Hitchcock's lack of access to grocery stores, the city is considered a "food desert", which are described by the US Department of Agriculture as areas that do not have sufficient food resources available to people in those areas.

Community gardens allow residents to grow their own fruits and vegetables, which has the potential to increase affordability and access. Furthermore, it is a hands-on way to beautify the community and turn unused land into purposeful green space where people of all ages can grow food together and strengthen community relationships. Community gardens are also great places to hold workshops and teach children about the sources of fresh produce. Gardening is considered a form of moderate physical activity and a great way to get residents outdoors. They also provide an open space for community gatherings and family events as well as offering educational opportunities for youth.

Extension agents and master gardeners can be invited to develop and deliver educational programs to assist in local food and farming. Texas A&M Agrilife Extension offers practical and continuing education programs and services for the people of Galveston County. Their core service areas include agriculture, horticulture and natural resources, youth development, natural resources to nutrition, and wellness for families and youth. Established programs, such as Gardening 101¹³ and Ask A Master Gardener Plant Clinic, provide information on planning, care and maintenance, and watering along with other learning opportunities and resource collaboration (Citation) Their website has an easy gardening series listed and outlines methods for people who are interested in local farming.

Initiating conversations with food banks, faith-based organizations, and other non-profits can be a great step towards tackling the objective. With the support of these organizations, Hitchcock can look to properly address its strategy for the future. The guidance of these organizations will be instrumental as Hitchcock looks to establish their own form of community gardens. Using strategies and consultation given by these entities, Hitchcock can look to create a permanent and monitor community garden which would serve the community for years to come.

MEALS ON WHEELS

Meals on Wheels, a mobile food pantry, brings fresh produce and nutritious foods to underserved neighborhoods. A truck is loaded with food, including fresh fruits and vegetables, and is distributed weekly to residents in pre-packed bags or through a farmer's market-style distribution where residents get what they choose. Senior residents and families who do not have easy access to nearby supermarkets will greatly benefit from this program. Currently, Galveston County Food Bank provides weekly mobile food distribution services at New Macedonia Baptist Church and Strong Tower Ministry. Hitchcock has the potential to partner with other non-profit organizations to expand the network and create a city program within the community which will serve more residents. Hitchcock should look to develop these partnerships with these food banks such as the Houston Food Bank, not only to receive aid, but guidance on establishing their own form of service.



Partnerships for food access

The city should explore partnerships with existing convenience store to expand access to healthy food. The city should consider partnering with non-profit organizations like the Supplemental Nutrition Assistance Program (SNAP) or food banks.

Provide equitable access to community services and facilities.

Based on community feedback, the plan recommends additional programs and space for public services. The following additional facilities are needed to meet the demands of a growing Hitchcock.

- Space for events, conferences, meetings
- Space for other health related activities like health education, blood donation clinics, flu shots, and other services could be offered through the facility
- Space for youth education and childcare
- Community garden
- Indoor gyms
- Sports fields
- Bus stop for the mobile health transport
- A space to distribute food and serve as locations for other assistance programs
- Additional space to accommodate police department needs
- Space for City Hall services

These facilities can be accommodated in the short term by utilizing existing structures, facilities, and partnerships. To ensure the safety of the entire community, the city needs to make sure there are sufficient police and fire protection for current residents. The plan recommends increases in staff and/or related resources, such as police cars and fire engines, are routinely monitored to meet the needs of residents. Additionally, the city should provide training and support resources for all emergency personnel.

The city needs to define standards for adequate response/service levels for communities and services such as, municipal department in the government, police station and fire protection, and utilities/infrastructure and solid waste management. Hitchcock should ensure that there is proper location, design, and maintenance of government infrastructure system including: water and sewer systems, fire stations, etc. The government infrastructure system needs to be routinely checked to ensure they are prepared to deal with emergencies. The city needs to conduct regular inspections and street sweeping to minimize pollutants and waste entering the stormwater drainage system.

Public facilities need to be routinely assessed to ensure safety, structural soundness, and availability for use. The city needs to conduct routine inspections of all municipally owned structures.

Harbor Wholesale Foods & Kwik Trip

In 2017, two convenience distributors, Harbor Wholesale Foods and Kwik Trip, Inc., signed a commitment with Partnership for a Healthier America to deliver healthier options to their convenience stores. Through the commitment, over 75,000 convenience stores in 25 states are dedicated to offering more nutritious food options. Many of these convenience stores are located in cities like Hitchcock, where there is limited access to healthy food options.

Nearby Grocery Stores

While there are not official grocery stores within Hitchcock's city limits, there are some in cities surrounding Hitchcock.

1. Sam's Club & Walmart - La Marque
2. Arlan's & HEB - Santa Fe
3. Food King - La Marque

In Hitchcock, there are several discount stores that commonly offer grocery items. On Main St. there is a Family Dollar, Dollar Tree is located on Delaney Rd., and there are two Dollar General stores, one on FM 2004 and one on HWY 6.

GROCERY STORES: OWNERSHIP MODELS

Cooperatives

In a case study of rural food co-ops in Wisconsin, the University of Wisconsin found the following to be important or critical components to “the successful start-up” of a rural grocery co-op: (Lawless)

- Competition
- Community and industry support
- Member support
- Quality of the business plan
- Business growth patterns
- Market niche
- Board and management leadership
- Finance

Further, the University of Wisconsin examination of rural grocery store co-ops unveiled four “keys to success.” (Lawless)

- Strong operational management
- Member, community, and industry support: Successful rural grocery store co-ops had “substantial leadership and financial support from members” at the start-up phase.

- They also benefited from a culture of cooperatives in their community. Existing cooperatives provided financial support and management expertise.
- It is also likely members of existing cooperatives were more likely to become members and patrons of the new grocery store cooperative.
- Building upon a familiar model of ownership and management made success more likely.
- Successful cooperatives also benefited from the support of local public officials.
- “Reasonable” competition: Successful cooperatives “benefited from a location as the sole grocery store in their immediate area.”
 - The successful rural cooperative grocery stores highlighted by the Wisconsin analysis had no competition within 20-30 miles.
 - Finding an attractive location with “reasonable” competition allows a cooperative effort to find and cater to its niche market.
- Dedicated organizers: In more evidence that people make a cooperative run, it was found that successful cooperatives draw on the leadership skills of dedicated volunteers



Figure 5.13 Wheatsville Food Co-Op

The Wheatsville Food Co-Op, located in Austin, Texas, is a full service, natural foods cooperative grocery store that opened in 1976 to serve the central Austin community. The co-op has over 24,000 invested owners that participate democratically and financially. Interested community members can make a one-time \$70 investment to become an invested owner and can then participate in annual elections, run for a seat on the board of directors, receive sale prices and patronage rebates. The store welcomes all shoppers, so non-members can shop without an extra charge. The Wheatsville Mission Statement is “to create a self-reliant, self-empowering community of people that will grow and promote a transformation of society toward cooperation, justice, and non-exploitation.”¹⁴

Community-Owned Grocery Store

The Kansas State University Rural Grocery Store Initiative has identified several benefits of a community-owned store.¹⁵

- Preserve town’s local character
- Enable those who feel the impact of a decision to make critical decisions affecting the business. Neighbors understand the economics of operating a rural grocery store
- Support local economies by keeping locally generated dollars recycling in the community
- Local grocery store complements other local businesses to create a di-

verse and thriving local economy

- Local grocery store provides convenient access to a variety of goods, staffed by local people

Gove, Kansas (population 105, 2000 Census) is an example of a community that has successfully used the community-owned model. Gove’s grocery store closed in 1980, a common occurrence in small, western Kansas communities like Gove. In response, a group of citizens formed the Gove Community Improvement Association (GCIA) and founded the GCIA Grocery Store. In 1995, the GCIA built a new building with volunteer labor, local donations and a loan from the local electric cooperative. The building contains both the grocery store and the County Seat Café, a locally-owned eating place replacing the town café that closed in the early 1990s. The grocery store is operated by a hired manager, but a volunteer board of directors provides directions and also works in the store. In 2006, the GCIA expanded its grocery business by purchasing a local grocery distribution business that delivers groceries to the GCIA Grocery store and then redistributes groceries to other local stores. This allows local stores to meet minimum purchasing requirements, a major challenge to rural grocery stores, while also sharing purchasing of items like meat and produce. Local residents may join the GCIA for a \$25 fee, which brings certain purchasing privileges at the GCIA Grocery Store (such as charging).¹⁶

FOOD BANKS

The Houston Food Bank is a well known provider for Southeastern Texas cities. The primary focus is supplying food for areas that have less means of obtaining food and or can not afford to eat healthier. Covering more than just food needs, other benefits provided are: Supplemental Nutrition Assistance Program (SNAP), formerly Food Stamps, Temporary Assistance for Needy Families (TANF) cash benefits, Children's Medicaid, Children's Health Insurance Program (CHIP), Women's Health Program (Family Planning, Health screenings thru Medicaid Program), CHIP Perinatal Program, and linkage and Referral Services to other social service providers and other food bank programs.

Promote the use of facilities as community gathering places for educational and social events.

In the long-term the city should consider a municipal complex, one that could serve as a vibrant hub for families, youth, education, health, community events and more. The city can develop public-private partnerships with organizations and entities for a more financially sustainable funding model and program a variety of events and activities.



Figure 5.14 Proposed Entry to the Hitchcock Municipal Complex by Sarah Albosta, Hope Brice, Stephanie Morris, Kyla Reid



MUNICIPAL COMPLEX DESIGN BY TAMU STUDENTS

In March 2019, a TAMU Landscape Design class took a field trip to Hitchcock to tour community facilities and meet with community leaders. The students created design suggestions for different city facilities within specific sites to help the city develop a new municipal complex to meet the demand of the city's growth. The students' designs were to address several issues: sustainability, multifunctionality, flexibility/expandability, accessibility, imageability, and feasibility.

Good Ole' Days Site Design

This design creates a municipal complex that will include a city hall, community center, and a library to serve as a cultural center for the city, while preserving space for the Good Ole Days festival events. The students' design encourages human-nature interactions through walking paths, picnic areas, and bayou access. They also incorporated space for a community garden to help ease the issue of food access and encourages the integration of the built environment and nature.



Figure 5.15 Proposed Hitchcock Municipal Complex by Cody Chambliss, Arexy Deleon, Kendall Girault, Michael Herndon

Stringfellow Orchards Site Design by TAMU Students

With this design, the students sought to integrate city functions with a shopping complex and green spaces that will enhance the Stringfellow Orchards. The students' designed this site with several goals, to preserve and restore the city's historical assets, centralize and expand the municipal facilities and make them more accessible, create a connective environment, and provide innovative ways to generate revenue for the city.



Amenities:

1. City Hall
2. Police Department
3. Community Center
4. Stringfellow House
5. Barn
6. Cabins
7. Grocery Store
8. Gas Station
9. Piazza
10. Pedestrian Walk
11. Skywalk
12. Business District
13. Large Event Lawn
14. Trellis
15. Stage
16. Trails

Figure 5.16 Proposed Hitchcock Municipal Complex by Sarah Albosta, Hope Brice, Stephanie Morris, Kyla Reid



REFERENCES

- ¹ Governing. “Police Employment, Officers Per Capita Rates for U.S. Cities.” Governing, www.governing.com/gov-data/safety-justice/police-officers-per-capita-rates-employment-for-city-departments.html.
- ² U.S. Census Bureau QuickFacts: Hitchcock City, Texas.” Census Bureau QuickFacts, www.census.gov/quickfacts/hitchcockcitytexas
- ³ Hitchcock Volunteer Fire Department (2018) Fighters Association, La Marque, Tx. Retrieved from <http://www.gcffa.com/hitchcock.html>
- ⁴ U.S. Census Bureau, 2010 Census
- ⁵ U.S. Census Bureau, Census 2000 Summary File 1, Matrices P1, P3, P4, P8, P9, P12, P13, P17, P18, P19, P20, P23, P27, P28, P33, PCT5, PCT8, PCT11, PCT15, H1, H3, H4, H5, H11, and H12.
- ⁶ Genevieve Miller Hitchcock Public Library (2018) Welcome to the Hitchcock Public Library. Retrieved from <https://www.hitchcockpubliclibrary.org/>
- ⁷ Fujiwara, Daniel, et al. “Quantifying the Social Impacts of Culture and Sport.” Apr. 2014.
- ⁸ The City of Harker Heights Youth Sports 2019
- ⁹ Texas Disability Grants. (n.d.). Retrieved from <https://www.themobilityresource.com/financing-handicap-accessible-vehicles/state-grants/texas-disability-grants>
- ¹⁰ Harvard Medical School (2019).
- ¹¹ Mobile Healthcare Association (2018)
- ¹² U.S. Department of Health and Human Services, Office of Minority Health (2013).
- ¹³ Gardening 101. (2019, May 03). Retrieved May 4, 2019, from <https://galveston.agrilife.org/event/gardening-101/>
- ¹⁴ Wheatsville Food Coop (2018). Retrieved from <https://wheatsville.coop/co-op/about>
- ¹⁵ Kansas State University, Rural Grocery Store Sustainability Project http://www.ruralgrocery.org/best-practices/What_is_a_Community_Store.pdf.
- ¹⁶ Kansas State University, Rural Grocery Store Sustainability Project http://www.ruralgrocery.org/best-practices/What_is_a_Community_Store.pdf.



ECONOMIC DEVELOPMENT



INTRODUCTION

Economic development is defined as “the process of improving a community’s well being through job creation, income growth, as well as through improvements to the wider social and natural environments” (Moore, 2006). Planning for economic development at the local level is a key component in the healthy growth of Hitchcock as it directly affects the wellbeing of the community. By leveraging existing strengths, Hitchcock is planning for sustainable and well planned growth. This section addresses current economic trends at the local and regional level to explore the current conditions of the city, and offers recommendations to strengthen the local economy to be better prepared for the future.

COMMUNITY FEEDBACK

Community members have shown the desire to promote economic development while preserving the small town culture and charm of Hitchcock. They have expressed interest in developing a vibrant downtown with diverse businesses, and cultural activities. Residents are keen on the possibilities of economic development at strategic locations served by two major roads of SH 6 & FM 2004. Additionally, community members are concerned about the number of job opportunities in the city. They want to increase jobs and attract workers to the city. Residents also emphasized the potential of the Foreign Trade Zone and Opportunity Zones.

EXISTING CONDITIONS

Economic Growth

Hitchcock’s location provides opportunities for economic development within the Houston-Galveston region. Over that ten year period from 2005 to 2015, the number of jobs grew from 514 to 1,392. Among the added jobs, 322* jobs came from educational services, which was the fastest growing industrial sector in Hitchcock. This can be attributed to the five public schools located here: Hitchcock Kids First Head Start, Hitchcock Primary School, Stewart Elementary School, Crosby Middle School, and Hitchcock High School.

From Preschool to K-12 there is a consistent demand for teachers, administrators, and various faculty to staff these institutions. Although this field has seen growth and a steady job placement, it is a limited workforce as its expansion is constrained by the educational resources needed by the population. After education, manufacturing and construction were 2nd and 3rd, respectively, in growth in terms of jobs, which is the opposite of the national trend.

According to the U.S. Bureau of Labor Statistics, 2016-2026 projections show a significant decrease in the number of employed manufacturing workers. While there was not a negative decline in construction workers for their projections, they only show an increase of about 846,000 workers.¹ Since Hitchcock’s manufacturing and construction in-

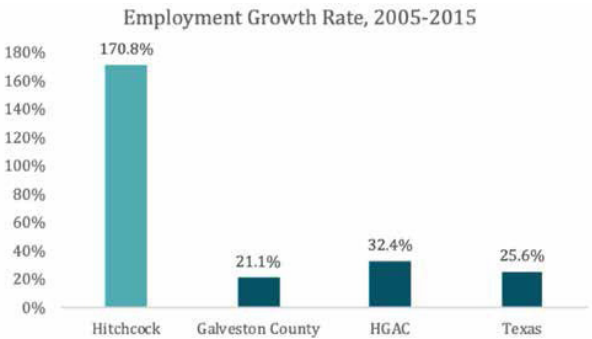


Figure 6.1: Employment Growth in Hitchcock, Galveston County, GHAC Region, and Texas, 2005-2015
Source: OnTheMap Application, 2005, 2015

“We need more businesses to provide a stronger tax base”

* Economic growth in Hitchcock cannot exclusively explain this increase in the number of jobs. Part of the reason is the changes in definitions and methodology of Longitudinal Employer–Household Dynamics (LEHD) Origin–Destination Employment Statistics. According to the LEHD Origin–Destination Employment Statistics (LODES) Dataset Structure report, “Datasets for 2010 and later contain additional Job Types that cover Federal employment as supplied by the Office of Personnel Management (OPM).”

“Develop industrial parks to attract forward thinking industries”

dustries are growing, the field of construction can be a sturdy and long-ranging job provider as this region grows and offers a range of employment opportunities. Together these three fields comprise a significant portion of the labor force in Hitchcock, and with proper attention and care, they can continue their upward trend to bring in even more opportunities to the residents of Hitchcock. Figure 6.1 shows the employment growth rate from 2005 to 2015 for Hitchcock, Galveston County, and Texas.

Table 6.1 shows changes in the total number of jobs in Hitchcock from 2005 to 2010. According to HISD Human Resources department, the HISD system currently (as of 12/4/2019) has 400 employees and is expected to continue growing. The fastest growing industries by number of jobs were educational services with 322 added jobs and 21.4% growth in employment share, manufacturing with 189 added jobs and a 12.7% growth in employment share, and construction with 148 added jobs and a 27% growth in employment share. Meanwhile, Hitchcock lost 41 jobs in retail trade with a 13.5% decrease in employment share, 28 jobs in transportation and warehousing with an 11.8% decrease in employment share, and 25 jobs in mining, quarrying, and oil and gas extraction.²

Table 6.1: Total Number of Jobs by Industry in Hitchcock, 2005, 2015

NAIC Industry Sectors	2005	2015	Absolute change
Educational Services	14	336	322
Manufacturing	7	196	189
Construction	65	213	148
Public Administration	49	110	61
Other Services(Excluding Public Administration)	45	105	60
Real Estate and Rental and Leasing	2	44	42
Accommodation and Food Services	75	113	38
Wholesale Trade	12	45	33
Finance and Insurance	11	38	27
Health care and Social Assistance	13	26	13
Professional, Scientific, and Technical Services	5	17	12
Administration & Support, Waste Management	18	29	11
Arts, Entertainment and Recreation	0	11	11
Information	0	3	3
Utilities	4	6	2
Agriculture, Forestry, Fishing and Hunting	0	0	0
Management of Companies and Enterprises	0	0	0
Mining, Quarrying and Oil and Gas Extraction	28	3	-25
Transportation Warehousing	80	52	-28
Rental Trade	86	45	-41
TOTAL	514	1892	878

Source: OnTheMap Application, 2005, 2015



Job Distribution

Most jobs are concentrated along the edges of the city along SH 6 and FM 2004. Specifically, from 2005 to 2015, businesses developed along FM 2004, including Republic Helicopters Inc., Burks Concrete, Custom Chemical Services, Grandsport Speedway, FSI Field Specialties Inc., and other industries developed around the Industrial Park Boulevard in northern Hitchcock. This is a pivotal location in Hitchcock as it has seen major developments over the past decade. With further investments, this location can grow into a significant economic and industrial district of Hitchcock.

Job Density and Flows

An inflow-outflow analysis measures the inter-regional commute for jobs within the geography. The total employment count used for this analysis is incomplete and, therefore, has limitations. For this report, it focuses on the decade from 2005 to 2015.

Looking at the inflow and outflow of jobs in Hitchcock (Figures 6.2 and 6.3), in 2015, only 174 of 1,392 workers (12.5%) both lived and were employed in Hitchcock, an increase from 58 (11.3%) in 2005. Workers who lived outside but were employed in Hitchcock occupied the other 1,218 jobs. Only 456 commuted to work from outside city boundaries in 2005. Commuters' share of total jobs decreased from 88.7% in 2005 to 87.5% in 2015.³ This may be due to economic growth and

the creation of new job opportunities in Hitchcock, which has attracted more workers from other cities.

It is important to note that 3,326 people who live in Hitchcock worked outside the city's limits in 2015, meaning that although it may be cheap to live in Hitchcock, there may not be the amount or type of employment residents need. The high number of workers who travel to and from Hitchcock for work could also be due to the proximity of neighboring cities. Texas City holds the highest share of people who work in Hitchcock but live out of town. Table 6.2 shows the top five locations from where people who work in Hitchcock commute.

Table 6.2. Top five locations of residence for workforces employed in Hitchcock, 2015

Communities	Count	Share
Hitchcock, TX	174	12.5%
Texas City, TX	156	11.2%
Houston, TX	107	7.7%
La Marque, TX	101	7.3%
League City, TX	101	7.3%
Galveston, TX	74	5.3%
All other Locations	679	48.7%
Total All Jobs	1392	100%

Source: On the map

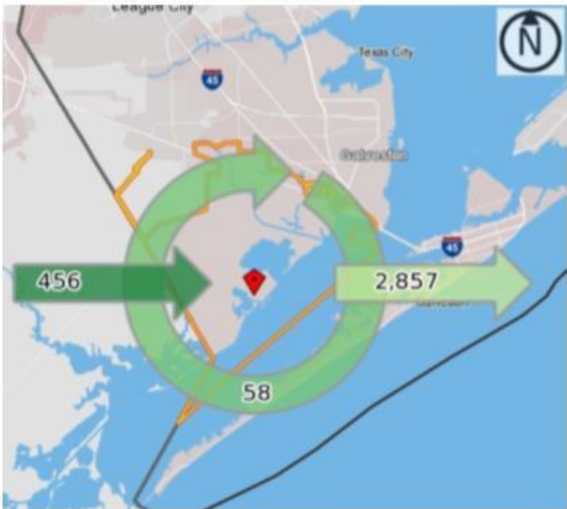


Figure 6.2: Inflow/Outflow of Jobs in Hitchcock, 2005
Source: On the map

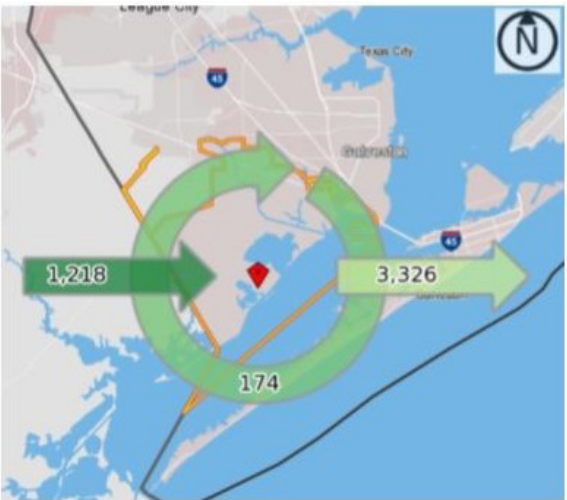


Figure 6.3: Inflow/Outflow of Jobs in Hitchcock, 2015
Source: On the map

RECOMMENDATIONS

Due to its proximity to rapidly expanding cities like Houston and Galveston, Hitchcock is expected to grow at a faster pace in the next decade. Economic development tools can be used to help take advantage of the incoming growth and shape the growth to suit the residents in an effective manner that represents the values of the community. Through the community feedback and the analysis of current conditions, the plan recommends strategies that meet the community needs and provide for sustainable economic development in Hitchcock.

Promote a more diverse and resilient economy.

Many of the residents have expressed the importance of Hitchcock moving towards a stronger and more diverse economy in the future. To do so the city must promote local businesses and help new businesses succeed. Helping established-businesses continue to thrive while welcoming more industrial and commercial businesses, can help create more jobs and opportunities for the residents of Hitchcock.

Supporting small local business offers the opportunity to help boost the local economy, provide jobs for Hitchcock residents and strengthen the community as a whole. Hitchcock should start a business recognition program that highlights places that represent city values and have a pos-

itive impact in the community. By providing appreciation, Hitchcock can create a sense of community and encourage other local businesses to adopt community-based strategies. Additionally, it is important to encourage local businesses to engage, participate, and assist in local events whereby the city can promote their presence. The city could provide tax incentives to women-owned and historically under-represented businesses. This could be done by levying tax incentives, providing counsel, and marketing aid to these emerging markets. By promoting diversity of the economy, as well as its participants, Hitchcock can aim to increase total job employment while creating a more sustainable local industry.

The city should create more jobs for residents by attracting more employers. To promote the opening of more businesses, Hitchcock should continue to partner with local financial institutions. It is important that the city expands the Business Retention and Expansion (BRE) program to better accommodate local needs. Additionally, the city should promote the BRE program through social media, radio, and other means of communication. The city can develop and implement small business incubator program to encourage new business establishments. Incubators provide shared resources and support through a range of services including technological support and flexible office space. Incubator resources and staff can be shared with other economic development organizations to increase access to resources and decrease costs and duplication.

COMMUNITY BEAUTIFICATION: STAY CLASSY TEXAS CITY

In 2016 Texas City, located about 10 miles from Hitchcock, began recognizing local businesses for their beautification efforts. Businesses can put on a fresh coat of paint, clean up their landscaping, or completely renovate their building's facade, and in exchange, the Stay Classy Texas City Commercial Beautification Award Program awards those businesses with a personalized plaque, a sign promoting their award, and exposure in local media.⁴

Beautification programs, such as Stay Classy Texas City, are an ideal way to encourage and promote local businesses while improving the aesthetic appeal of the community.



To support economic growth, it is important to establish and strengthen partnerships with organizations and other entities. By aligning itself with other groups of stakeholders, agencies, and organizations, Hitchcock can create a consolidated local business association dedicated to uplifting its members. The city needs to continue strengthening the partnership between the Hitchcock Economic Development Corporation (HEDC) and the Chamber of Commerce (HCoC) to retain local businesses and create a positive business environment. HEDC provides the Business Retention & Expansion (BRE) program to help local businesses grow by identifying local, regional, and state incentives that can be applicable for them respectively. In addition, BRE offers workshops related to sales forecasting, workforce development and business expansion. The business retention and expansion programs need to be expanded and promoted by employing social media, radio, and other means of communication. The city needs to continue supporting and promoting HEDC and HCoC initiatives.

To support economic growth, it is important to establish and strengthen partnerships with organizations and other entities. By aligning itself with other groups of stakeholders, agencies, and organizations, Hitchcock can create a consolidated local business association dedicated to uplifting its members. The city needs to continue strengthening the partnership between the Hitchcock Economic Development Corporation (HEDC) and the Chamber of Commerce (HCoC) to retain local businesses and create a positive business environment. HEDC provides the Business Reten-

SILSBEE EDC (SEDC) BUSINESS INCUBATOR PROGRAM

The Silsbee Economic Development Corporation (SEDC) Business Incubator Program, established in 2007, was the first business incubator in Hardin County. Business incubators are companies that help startup companies to develop by providing training, support, or office space. The incubator's success stories include supporting the expansion efforts of the Christian Women Job Corps and a Farmers Insurance agent. Both businesses benefited from access to business consultants and mentoring offered through the SEDC Business Incubator Program.⁵

Services & Facilities:

- Low cost leases on professional office space, including access to Internet services, a conference table, office equipment, and a kitchen
- Business consultants with accounting, business plan preparation, and legal backgrounds
- Networking opportunities, mentorship, and support from the local SBA

BUSINESS INCUBATOR PROGRAM - THE ENTREPRENEUR CENTER OF CENTRAL TEXAS (TEC-CENTEX)

The Entrepreneur Center of Central Texas, formerly known as the Central Texas Entrepreneur Center and before that as the Temple Business Incubator, is a non-profit economic development program designed to assist businesses in the Central Texas region. It is a collaborative effort, sponsored by the City of Temple, Temple Economic Development Corporation, Temple Chamber of Commerce, Temple College, and Temple College Foundation.⁶

Services & Facilities:

- Business counseling, mentoring, incubation, training, and other services
- TEC-CenTex provides businesses in the Business Coaching Program with affordable, turnkey office space, with high speed Internet, professional phone services, and copying and mail services

tion & Expansion (BRE) program to help local businesses grow by identifying local, regional, and state incentives that can be applicable for them respectively. In addition, BRE offers workshops related to sales forecasting, workforce development and business expansion. The business retention and expansion programs need to be expanded and promoted by employing social media, radio, and other means of communication. The city needs to continue supporting and promoting HEDC and HCoC initiatives.

For existing and new local businesses to thrive, the city should establish partnerships with organizations that can provide proper education and guidance on the matter of handling small businesses. One such existing initiative is the partnership with Galveston County Small Business Development Center (GC SBDC). The GC SBDC's mission is to provide advising, training tools, and other resources aimed to promote small business to grow and expand. By offering consulting and customized training, they are able to help small local businesses combat specific obtrusive challenges. The city can assist small businesses by helping them establish contact with the GC SBDC to create a more dynamic and consistent partnership. Additionally, the city will seek a partnership with the U.S. Small Business Administration (SBA) Houston District Office to provide information on small business loans, grants, bonds and other financial assistance for prospective business owners. Similarly, the Texas Center for Rural Entrepreneurship (TCRE) can assist entrepreneurs in starting and growing business ventures by linking them with the resources and technical assistance.

HITCHCOCK CHAMBER OF COMMERCE (HCOC)

The Chamber of Commerce of Hitchcock was founded in 1947 and is comprised of senate and state representatives, county and local officials, business owners, non-profits, and individuals. The mission of the Chamber is "to improve the quality of life for everyone in our community, promote local businesses, and provide information about the City of Hitchcock."⁸ The professional and experienced staff is trained in helping build businesses and lead community involvement efforts.

The HCoC hosts several events throughout the year to promote the city's sense of community and involvement. In addition to community activities, they provide opportunities for local businesses to have networking opportunities and community exposure.

HITCHCOCK ECONOMIC DEVELOPMENT CORPORATION

The Hitchcock Economic Development Corporation (HEDC) mission statement is "to create a positive business environment, expand our economic development, support local businesses, while promoting community involvement for Hitchcock".⁷ They have been established to accomplish many of the goals set out in this chapter of the Hitchcock Comprehensive Plan. They provide services and counseling to local businesses in order to grow and expand, while being vigilant about possible opportunities. From workshops, identifying incentives, to facilitate financing options, EDC performs broad roles in efforts to boost the local economy. EDC has been diversifying its outreach avenues by publishing biannual newsletters called Hitchcock Highlights. The newsletter showcases various economic events and news happening around Hitchcock. As the City of Hitchcock grows, EDC should be considered as an amiable yet powerful partner and tool that can be used in various ways to promote the possibilities Hitchcock has to offer.



Industrial Growth

As the City of Hitchcock moves towards a resilient economy, Hitchcock should create a corridor plan along FM 2004 which is connected to areas including the Foreign Trade Zone, Blimp Base, and industrial zones. Much of Hitchcock's job growth came from the FM 2004 industrial corridor area, so the city needs to pay careful attention to its growth and development in order to continue its positive economic impact. The city should establish a taskforce of stakeholders that can assist in guiding the growth of the corridor and promote the corridor plan. One of the strategies to attract businesses and industries to the area is the establishment of tax incentives for growth along this corridor. First, the city needs to create an inventory of all available infrastructure and the vacant land. This inventory can be used to promote growth by developing an online tool with additional information on existing regulations and available incentives. Promote Industrial growth in areas designated along FM 2004 by developing a virtual industrial park as an online tool with information on available properties, infrastructure and incentives.

The planning team recommends that the city promotes development by taking advantage of the Foreign Trade Zone (FTZ). Hitchcock FTZ is located along FM 2004, and the city has rezoned it as industrial zone. The city should examine their current FTZ to determine how it compares to others in the region. Hitchcock should meet with different stakeholders to develop a plan to strategize and promote development in the FTZ.



Figure 6.4:

U.S. SMALL BUSINESS ADMINISTRATION (SBA) HOUSTON DISTRICT OFFICE

SBA provides small businesses with access to capital, entrepreneurial development, government contracting, and advocacy and assistance through mentorship.⁹ While SBA is a nation-wide program, the Houston District Office works with the communities surrounding the Houston metroplex.



Figure 6.5:

TEXAS CENTER FOR RURAL ENTREPRENEURSHIP (TCRE)

TRCE is a non-profit corporation based out of San Antonio that was created to facilitate the delivery of education and technical support to rural entrepreneurs and organizations.¹⁰ Through surveys and assessments, planning workshops, and implementation mentoring, TRCE helps communities and local businesses achieve success. They are not solely focused on the success of businesses, TRCE aims "at building local capacity to address critical issues, to improve quality of life, to invigorate local economies, to develop community champions and to create sustainable communities positioned for success rather than survival." On their website, they provide information on the various programs, products, and workshops offered that relate to issues of community, economic, and leadership development.

Since Hitchcock's Opportunity Zone (OZ) is located in the flood zone, the city needs to carefully strategize the OZ's growth by investigating the best practices to take advantage of this zone. Partnerships with cities and towns with OZs are recommended in order to learn from their successes. The city should seek businesses and developers well-fit to take advantage of the incentives offered by the Opportunity Zone initiative.

The designated opportunity zone is located on the north side of SH 6 between Main Street and IH 45. It is important to note that a large portion of the Opportunity Zone in Hitchcock is in the floodplain, so development should be strategized and regulated in order to protect potential businesses from flood hazards.

Foreign Trade Zone

A Foreign Trade Zone (FTZ) also known as Free Trade Zone, was created by the Foreign Trade Zones Act of 1934. Its purpose being to promote U.S economic recovery efforts following the Great Depression. It is a deregulatory measure given to increase international trade and flow of goods and services by amnestying certain taxes. FTZ's are located in geographic areas that are close to U.S Ports of Entry, such as the Gulf of Mexico. Hitchcock actually has the only industrial park in Galveston County with a Foreign Trade Zone designation (Hitchcock Highlights, 2018). The Hitchcock FTZ is located along FM 2004, which Blimp Base has a magnet site under the Port of Houston. As pointed out in the Hitchcock Highlights newsletter, the Port of Houston is the larg-

MARKETING STRATEGY - VIRTUAL TOUR

In Northwestern Iowa, six counties (Lyon, O'Brien, Osceola, Sikoux, and the City of Le Mars) have partnered together to create a virtual tour to attract new corporate locations and industrial expansions. It includes information on the counties and their quality of life, workforce, employers, and key industries. This Virtual Tour tool also allows busi-

nesses and industry leaders to see available properties in the region. Users can virtually "walk through" model buildings to get an idea of the potential of future properties. Hitchcock should consider developing a database or similar tool to promote available industrial properties within the FM 2004 Corridor, FTZ, and Opportunity Zones.

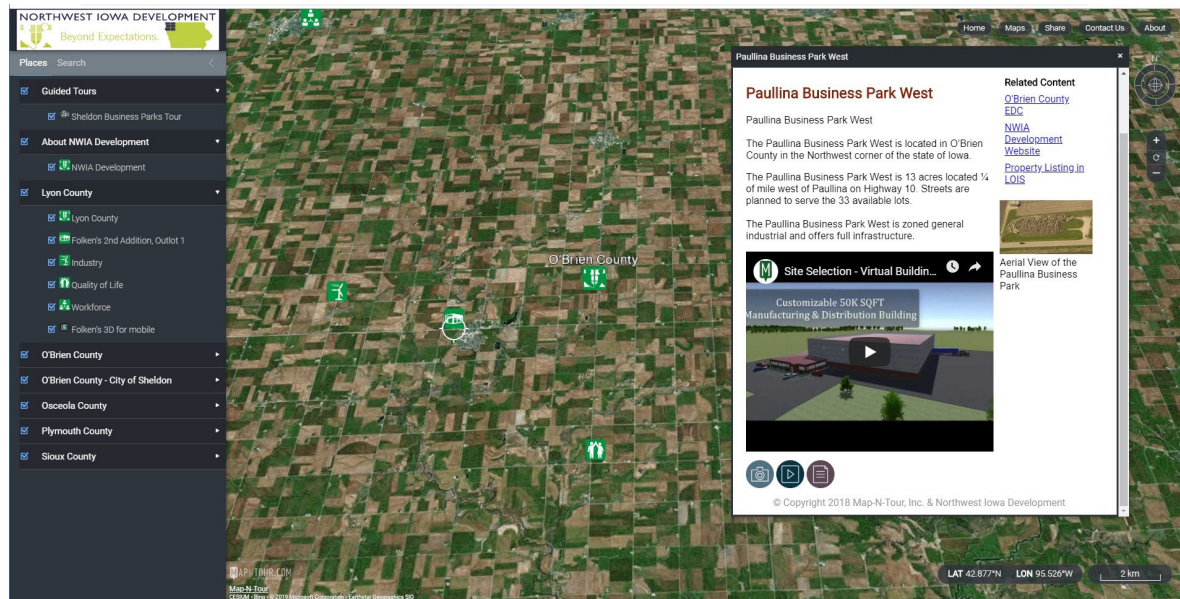


Figure 6.6: Northwest Iowa Development Map

Source: <http://www.mapntour.com/viewer/?c=516>



est FTZ in the US. Hitchcock can use this partnership to their benefit to bring businesses to the city.¹¹ With a Foreign Trade Zone in their back pocket, the City of Hitchcock can offer businesses an inviting and fiscally promising environment.

Benefits of Foreign Trade Zone

Duty Exemption

Duty Deferral

Duty Reduction or Inverted Tariff

Merchandise Processing Fee Reduction

Streamlined Logistics

Quota Avoidance

Source: NAFTAZ, 2019

Hitchcock's neighboring city, Texas City, oversees Foreign Trade Zone #199 which works with the local petrochemical industries and other international commerce enterprises. Businesses are given the opportunity to engage with other international companies "with a competitive global marketing advantage that stimulates expansion of their operations and engancesthe local, state, and national economies.

Develop and support a skilled and competitive workforce.

The city needs to focus on developing a skilled and competitive workforce. Currently, the city works with Texas Workforce Solutions to identify job training programs, provide job opportunities, and assist hiring vets. The city should continue these partnerships, and seek other cooperation opportu-

nities with neighboring cities, H-GAC, and state and national level agencies to provide multiple job training. Further, Hitchcock should explore other opportunities to establish vocational training with high quality professional courses, that provide a certificate of completion upon finishing the required courses.

The city should advocate for networking opportunities that connect employers and local citizens. Partnerships with businesses and well-connected individuals can be highly valuable in creating networks and career opportunities through events like career fairs, seminars, and workshops. The city has partnered with College of the Mainland to provide job training assistance and utilization of the Skills Development Fund.



Figure 6.7 FTZ Texas City, Texas

Source: The Balance Small Business

COLLEGE OF THE MAINLAND (COM)

College of the Mainland has many programs that provide development training programs in a variety of formats to businesses and companies.¹³ Courses respond to today's fast-paced, changing business environment to produce outcomes that can be applied on the job. To assist with training needs, COM can provide:

- Customized training on a broad range of topics
- Dedicated customer support and program management that can handle the logistics to ensure successful learning
- Flexible delivery times, at business locations or at COM's campus
- Experienced and reliable training by an accredited and trusted institution
- Expert instruction
- Affordable quality

OPPORTUNITY ZONES

Established by the US Congress, Opportunity Zones are designated neighborhoods that are tagged for their historically economically-distressed history. These opportunity zones are earmarked for policies and strategies that hope to elevate them out of their past and current conditions. By having the title of an opportunity zone, these areas are eligible for preferential tax treatment and benefits under certain conditions. Policies in these opportunity zones are directed to incentivize long term investment in these communities. Though these areas are designated for their current struggles, they should be looked at just as their name suggests, as an opportunity. There are several incentives to encourage long-term investment in the opportunity zones including:

- **Temporary Tax Deferral:** capital gains reinvested in an Opportunity Fund. The deferred gain must be recognized on the earlier of the date on which the opportunity zone investment is sold or December 31, 2026.
- **Step-Up in Basis:** for capital gains reinvested in an Opportunity Fund. The basis of the original investment is increased by 10% if the investment in the qualified opportunity zone fund is held by the taxpayer for at least 5 years, and by an addi-

tional 5% if held for at least 7 years, excluding up to 15% of the original gain from taxation.

- **Permanent Exclusion from Taxable Income of Capital Gains:** Tax exemption of income resulting from the sale or exchange of an in-

vestment in a qualified opportunity zone fund, if the investment is held for at least 10 years. (Note: this exclusion applies to the gains accrued from an investment in an Opportunity Fund)

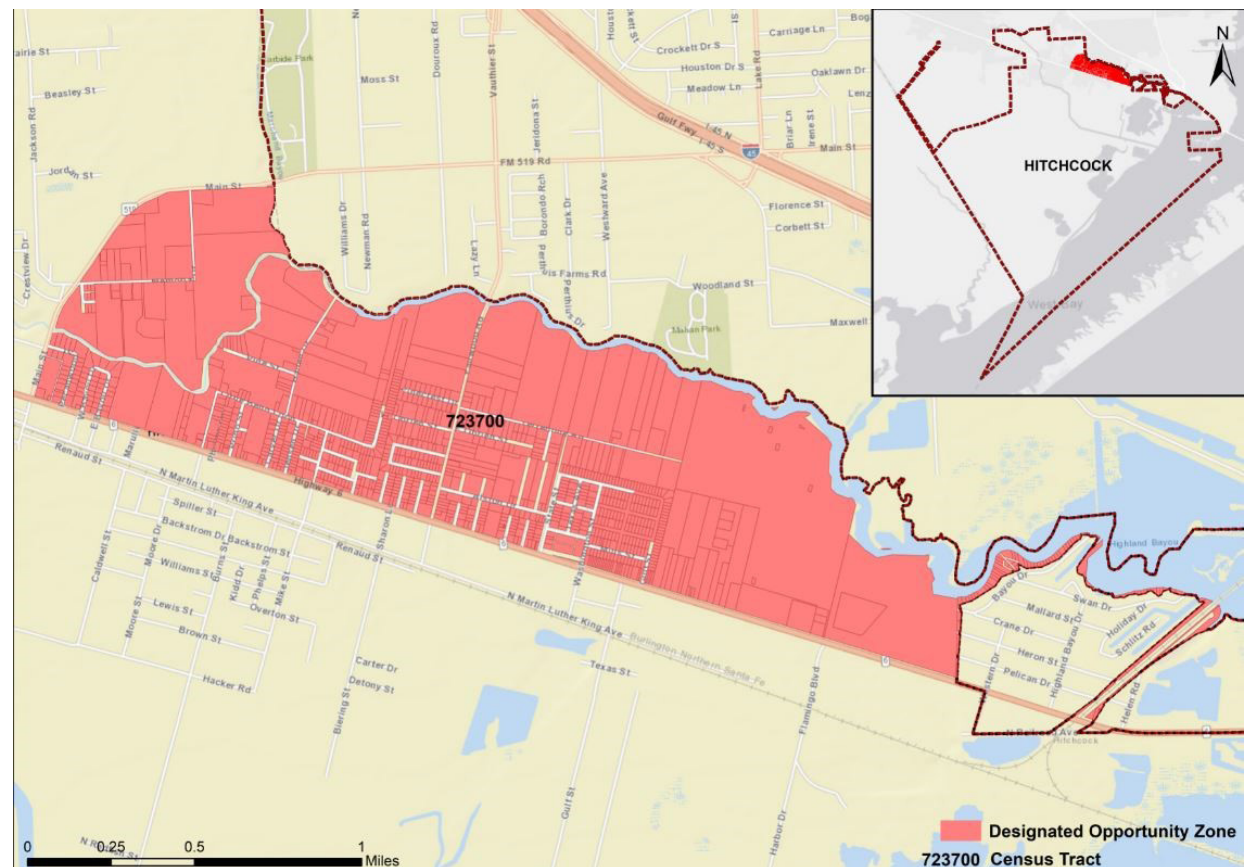


Figure 6.8: Hitchcock Opportunity Zones



To encourage the formation of connections for young people, the city should seek partnerships with businesses and individuals to create network and career finding opportunities such as career fairs, seminars, workshops, and other events. Hitchcock could partner with the Hitchcock Independent School District encourage students to participate in career fairs and other local opportunities. The city could develop a Youth Workforce Development Program and connect youth to skills development and career opportunities. It is important that the city advocates for networking opportunities that can connect employers and local citizens. The city should encourage business owners to participate in activities related to job finding and collaborate with schools to help promote such events.

Create an economically vibrant downtown for Hitchcock where local businesses can thrive and cultural activities can occur.

Hitchcock seeks to create an economically vibrant downtown where local businesses and culture can thrive. The city needs to draft a community-based vision for downtown that represents the values of the community and promotes local businesses. A downtown-focused task force made of a diverse range of individuals can be created to guide revitalization efforts. Additionally, Hitchcock can seek partnerships with organizations and agencies that can offer aid and guidance in the planning and development of the downtown vision. It is important

to leverage existing community assets to anchor growth. To help develop a realistic vision, Hitchcock should conduct a market analysis to help create a realistic vision of how new investments can be generated. Market analyses can be useful in determining trade areas, studying demographic data, and identifying existing businesses, attractions, and other economic assets. Additionally, a plan needs to be created to strategize steps toward the realization of the downtown vision.

Activities that promote businesses and attract customers to downtown need to be encouraged. The city should continue partnering with the Economic Development Commission to create a strategic plan for special events. A Downtown Business Owner Organization could allow for business owners to support and promote their fellow neighbors, boost local existing businesses, and create an inviting atmosphere for expansion. Partnerships could be created with representatives of local businesses in the downtown area and tax incentives could be provided for potential businesses to move to the area.

Hitchcock can explore tools to generate funding and to direct the value of growth to the downtown. The city can establish special taxing districts, such as Public Improvement Districts (PIDs).

See Chapter 7 for more recommendations on the downtown.

MCALLEN, TEXAS

The City of McAllen has four designated Census Tracts that are eligible for Opportunity Fund investments. Within and around these tracts, there are several infrastructure, industrial, and workforce assets. To improve the community's workforce, the city partnered with South Texas College, the University of Texas Rio Grande Valley (UTRGV), and Texas A&M which offer technical training.

There are three industrial parks inside the city's opportunity zones with companies in a range of industries, including aerospace, advanced manufacturing, automotive manufacturing, etc. One of McAllen's current projects is for a 120,000 sq. ft. industrial building that will be leased out to industrial companies for an estimated length of 10 years.¹² This project is set to bring in about \$576,000 annually.

HARRODSBURG FIRST - DOWNTOWN REVITALIZATION



Figure 6.9: Downtown development of Harrodsburg

Source: <https://oktoberfestharrodsburg.com/>

Harrodsburg, Kentucky, with a population of 8,377, is the oldest city in the state and has earned the title of “Birthplace of the West.” The city is a part of the national Main Street America program which helps to create a successful, vibrant central business district. With the help of several committees, run by members of the community, they are able to “promote, preserve and maintain Harrodsburg’s historic area with a focus [on] aesthetics, economics and education of... historic assets.”¹⁴ The strategies of the program need to be informed by an understanding of the local and regional market and inclusive community engagement. The four fundamentals of the Main Street program are:

- Economic Vitality
- Design
- Promotion
- Organization

Harrodsburg’s committees are Organization, Design, Promotion, and Economic Restructuring, which all have specific roles and responsibilities that work together to make the city’s downtown district a sustainable and successful place for residents and visitors.

The responsibility of the Organization Committee is to attract people and money to Harrodsburg First, managing organization’s finances and lo-

gistics, raising money, promoting the program to downtown interests and the public, establishing a network of volunteers, and conducting the city’s yearly membership drive. This committee is also in charge of the oversight and planning of the city’s annual Oktoberfest. They bring together different community groups, including the Lions Club, Rotary Club, school sports teams, and more, each with a specific responsibility and the goal of putting on a successful community event.¹⁵

The Design Committee is focused on the aesthetic appeal of the downtown district, creating incentives, providing tools, and targeting key projects for improvement. From code enforcement to community cleanup days, the committee works to improve the look and feel of the downtown.

The job of the Promotion Committee is to create marketing campaigns, retail promotions, and special events to attract people to the downtown.

The Economic Restructuring Committee’s job is to learn about the district’s economic condition and identify opportunities for growth, strengthen existing businesses and recruit new ones, finding better uses for under-performing or vacant buildings and lots, and develop financial incentives for building rehabilitation and business development.



Community Events

Some of Hitchcock's assets are the events hosted in the city. Events such as the Galveston Fair and the Good Ole' Days festival are large events that bring people from around the region into Hitchcock. Community events can be used as platforms to promote the city and its businesses, as well as smaller events that occur in the city. Partnerships with local businesses can be a way to build upon these events by offering the opportunity of advertisements to local businesses.

In addition to these larger regional events, the community can host smaller events that form an important part of the life of people in the city. Representatives of the city could use these smaller events as valuable ways of promoting community growth.

Hitchcock is ripe with the opportunity to create events that take advantage of the outdoors and natural resources. Farmers Market and outdoor arts and crafts could be a good addition to the community's charter. The community has also expressed interest in having events along the Diversionary Canal such as paddleboarding or kayak races. Additionally, there are opportunities to develop camping and learning activities related to the natural wetlands that are located in the city of Hitchcock. Promotion of these resources will not only help to educate people about the local natural environments, but also to bring tourists and improve the local economy.

REFERENCES

- ¹ Kathleen Green, "Projected new jobs by major industry sector, 2016–26," Career Outlook, U.S. Bureau of Labor Statistics, December 2017.
- ² U.S. Census Bureau, OnTheMap Application, Jobs by Destination Analysis, 2005, 2015, Retrieved from <https://onthemap.ces.census.gov/>
- ³ U.S. Census Bureau, OnTheMap Application, Inflow/Outflow Analysis, 2005, 2015, Retrieved from <https://onthemap.ces.census.gov/>
- ⁴ Texas City (2018) Stay Classy Texas City: Commercial Beautification Award Program. Retrieved from http://www.texas-city-tx.org/page/ed.stay_classy
- ⁵ Texas Business Incubators (2015, April) Directory. Retrieved from https://gov.texas.gov/uploads/files/business/business_incubators_directory.pdf
- ⁶ Texas Business Incubators (2015, April) Directory. Retrieved from https://gov.texas.gov/uploads/files/business/business_incubators_directory.pdf
- ⁷ City of Hitchcock website (2018) At the center of the Texas Gulf Coast Industry. Retrieved from <http://www.hitchcockedc.com/>
- ⁸ Hitchcock Chamber of Commerce (2018) Retrieved from <https://www.hitchcockchamber.com/>
- ⁹ Small Business Resource Guide (2019) US Small Business Administration: How to grow your business in Houston. Retrieved from https://www.sba.gov/sites/default/files/files/resource-guide_3151.pdf
- ¹⁰ Texas Leadership Institute (2018) Retrieved from <http://www.tcre.org/aeyc.html>
- ¹¹ City of Hitchcock Website (2018) Foreign Trade Zone. Retrieved from <http://www.hitchcockedc.com/foreign-trade-zone/benefits-of-ftz/>
- ¹² City of McAllen website (2018) What are Opportunity Zones. Retrieved from http://www.mcallenedc.org/opportunity-zone?gclid=EAIaIQobChMI3t_P4vvp5AIVqf_jBx22Rg_FEAAYAAAEgLLZz_D_BwE
- ¹³ College of the Mainland (2018) Customized Corporate Training. Retrieved from <https://www.com.edu/ce/custom-training>
- ¹⁴ City of Harrodsburg website (2018) About Harrodsburg's Main Street Program. Retrieved from <https://downtownharrodsburg.com/who-are-we%3F>
- ¹⁵ State of Main Street (2018) Downtown Harrodsburg. Retrieved from https://img1.wsimg.com/blobby/go/41d40ea6-6051-488c-a231-489d1c248400/downloads/1cqn0r4pg_207059.pdf?ver=1573596400874



DOWNTOWN & HISTORIC PRESERVATION



INTRODUCTION

For communities to grow in a sustainable and a mindful manner, learning from, and preserving the history and cultural heritage is an important step that helps foster community cohesion and a sense of place for the future.

This section identifies initiatives and policies that will preserve Hitchcock's history embedded in the built and natural environment. The proposed strategies recognize Hitchcock's history of small businesses, farming, military, and also extreme flooding events to create a more inclusive, accessible, and ultimately, resilient small town. Recommendations include design proposals for a more accessible civic core and cultural programming that aims to bring diverse groups together in celebration of Hitchcock.

COMMUNITY FEEDBACK

Throughout the community engagement process, the sentiments of residents revolve around a few themes, one of them being to develop a core of Hitchcock that they can consider the downtown. Residents wish for the establishment of an area that can anchor Hitchcock's identity to physical location in town. Community cohesiveness and supporting local businesses, while keeping a small town charm are some goals of Hitchcock's residents. Many residents have identified the intersection of SH 6 and FM 2004 as a potential downtown area where people can shop, gather, dine, and enjoy. The City is committed to supporting

and enhancing the downtown by creating inviting spaces and a variety of opportunities for residents and visitors alike.

EXISTING CONDITIONS

Hitchcock has forged its history through the success of small businesses, orchards with local fruit and vegetable exports, the railroad, and the Naval Air Station military base. The memory and symbolization of these historic assets can still live on through the town. Several of Hitchcock's existing businesses and shops are operated along Highway 6, between Main St and the 2004 corridor. This area is also home to historic public places, community facilities, and other core's of the city.

In Hitchcock, there are several places that reflect the culture and heritage of the community. The Good Ole' Days fairground is perched along Highway 6 between 5th and 6th street and comes alive during the annual festivals and community events.



Figure 7.1 Hitchcock Historic Sites

Source: Google Maps



People in Hitchcock know each other and residents love that about it. We want to maintain the small town pride.



We want to keep the history alive



We want a downtown area with walkable plazas



Hitchcock's Naval Air Station and Camp Wallace give the town a rich pedigree in its role for protecting the coast during World War II. Camp Wallace was an Army Basic Training Camp that housed and trained young men in military skills necessary during World War II. Later, the camp served as a Naval Separation Center.¹

The Hitchcock Depot & Museum is a quaint establishment that serves as a remnant of Hitchcock's beginnings as a railroad town. The Gulf Colorado & Santa Fe Railway Company's depot was constructed by 1893 and "became a social center as passengers, freight, and agriculture produce moved (passed) its doors." The depot was converted to a museum in 1982² which now houses artifacts, documents, and pictures from early Hitchcock.

The Stringfellow Orchards is a national registered historic landmark for its representation of pre- and post-Civil War life in Hitchcock.³ The almost 10 acre orchard was established in 1883 by Henry Martyn Stringfellow who was an influential horticulturist.

Another important historical site in Hitchcock is the Galilee Missionary Baptist Church which was formed when the first African-American families moved to the city in 1892. The church has strong historical ties to the development of Hitchcock as it played an important role in the religious and cultural history of the community.⁴



Figure 7.2: Hitchcock Naval Air Station Hangar

Source: texashistory.edu



Figure 7.4: Photo of the Stringfellow Orchards house

Source: <https://www.nps.gov>



Figure 7.3: Hitchcock Depot & Museum

Source: www.waymarking.com



Figure 7.5: Galilee Missionary Baptist Church

Source: www.waymarking.com



RECOMMENDATIONS

Establish a downtown area as the cultural, social, and economic hub of the city.

There must be an explicit distinction of which area of Hitchcock constitutes the “Downtown”. Establishing effective boundaries will create a cohesive and consistent zone where specific design considerations can be applied and followed. The proposed boundaries of this zone are made by Main and 5th Street along SH 6, flanking Neville Dr. Once these boundaries are set, city and planning officials can define the district further with the addition of sidewalks, lighting, signage, and building standards in this area. Designating this area will protect significant buildings, landscapes, and homes within its boundaries.

The city should identify possible investors to bring in economic and commercial opportunities and take advantage of the tools recommended by the Houston-Galveston Area Council (H-GAC) or Scenic Houston. Partnerships with organizations such as the Texas Main Streets Program, Keep Texas Beautiful, and the Texas Downtown Association can be considered in the process of establishing Hitchcock’s downtown district. Within the downtown, there should be spaces for rest and reflection for citizens and visitors of all ages. The city needs to enhance existing parks and public spaces and provide retail, food, and recreational opportunities for families for afternoon/weekend stops in the downtown.

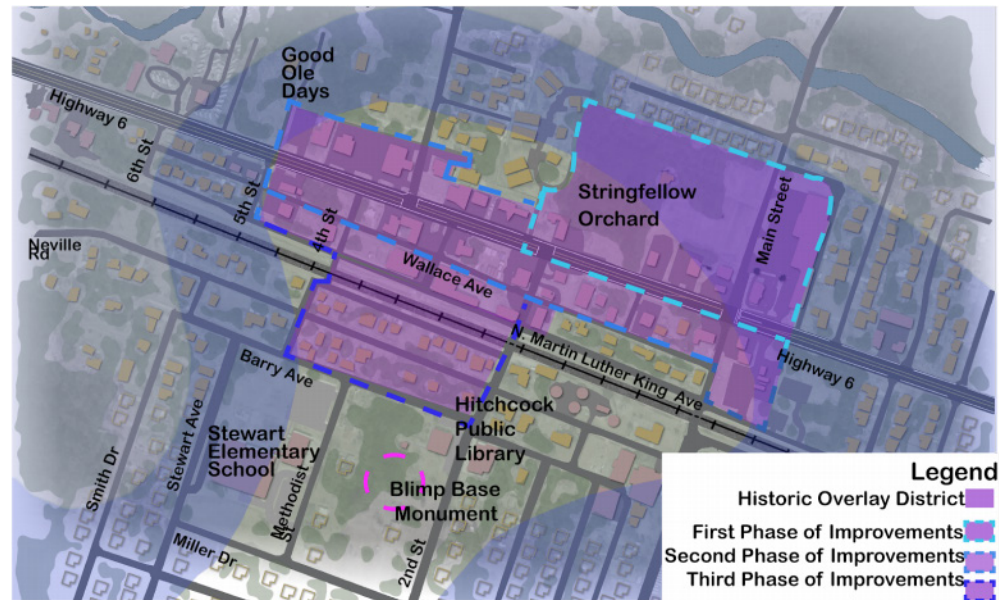


Figure 7.8: Historic Overlay District Phases of Improvement

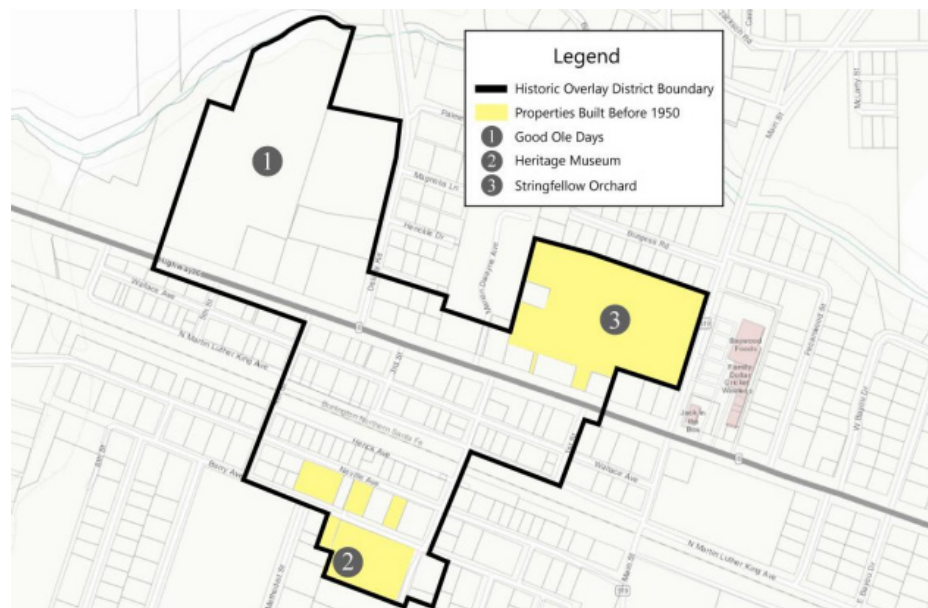


Figure 7.9: Historic Overlay District Boundaries

H-GAC - BRINGING BACK MAIN STREET



Figure 7.6 Bring Back Main Street

In 2015, the H-GAC created a Guide to Downtown Revitalization for Local Governments to provide communities with the essentials and fundamentals of downtown revitalization and introduces best practices from small cities and towns around Texas.⁵ Smaller communities can face a range of challenges, but “by leveraging their physical, cultural, and economic assets and investing in a community-based vision, attractive streetscapes, a variety of uses, and effective marketing,” they can establish a vibrant and attractive area for visitors and residents alike. The “Bringing Back Main Street” web page provides abundant resources for downtown revitalization as well as access to *Guide to Downtown Revitalization for Local Governments*.

SCENIC HOUSTON

Scenic Houston is a non-profit organization that partners with the City of Houston to improve streetscape design. They have worked on numerous projects to boost the appearance of public streets and spaces in the city. From beautification to complete overhaul and redevelopment of public streets, Scenic Houston has been successful in their efforts to provide for a pedestrian friendly, high quality and attractive streetscape that has improved the vibrancy of Houston’s inner city. Their formula for success has been generously documented in Streetscape Resource Guide that outlines steps and procedures aimed at improving a city’s streetscape. This guide proclaims that the target audience is anyone from city planning officials to local citizens who wish to understand how to create effective streets. In the guide, Scenic Houston uses actual sections and photographs of real streetscape conditions and then describes to the reader the effectiveness of the implementation. By using tangible examples and explanations, the guide is able to demonstrate strategies that can be applicable to any street

and city. They focus their approach on three areas, the pedestrian, the transportation system, and the shared realms of a street, and offer numerous blueprints on how to address their respective design considerations. By following their meticulous methodology, Scenic Houston has been creating better streets for the past 40 years.⁶

One of Scenic Houston’s initiatives is the Scenic City Certification Program, which gives other cities in Texas the opportunity to apply “for an objective, points-based review of existing municipal infrastructure ordinances.” This program helps Texas cities by evaluating standards and development plans, educating citizens on the impact of local regulations, fostering community character and civic pride, and enhancing economic development efforts. According to the website, “Cities with strong scenic standards reflect local government leadership, civic pride, benefit from a solid sense of community character and are well-positioned for economic growth.”⁷



POTENTIAL PARTNERSHIPS

Texas Main Street Program (TMSP) was created by the Texas Historical Commission 1980 with the goal of revitalizing and improving economic health of historic assets with the help of local communities. Their mission is “to provide technical expertise, education, resources and support to designated Main Street communities. Utilizing our individual and collective skills, we shall guide our designated programs in effectively preserving and revitalizing their historic downtowns and commercial neighborhood districts in accord with the National Main Street Four Point Approach™ of organization, design, economic vitality and promotion.” Their approach to downtown revitalization is four fold:

- Organization
- Promotion
- Design
- Economic Vitality

There are 88 official Texas Main Street communities across Texas with populations ranging from less than 2,000 to more than 300,000. This provides a vast repository for case studies and examples of successful implementation strategies. These communities have been able to improve their economies, add more jobs, and improve their overall environment.⁸

Keep Texas Beautiful (KTB) is dedicated towards enhancing communities by promoting local engagement. KTB offers funding, expertise, and organizational tools to communities wishing to take action and beautify their surroundings. Through their dedicated affiliated network, KTB provides programs ranging from trash cleanup, environmental education, recycling, to other events centered around beautification efforts. Hitchcock can access their resources as well as funding opportunities that are aimed towards kick-starting beautification actions in small towns. The Hitchcock Beautification Committee can partner with an organization like KTB, which will give them an organization that can mentor and guide them in their local efforts.⁹

Texas Downtown Association (TDA) was formed in 1985 to connect communities, creating a network of communities, organizations, business owners, and residents that work on all levels of downtown revitalization. It is a good resource to connect with professionals working towards a common goal and provides opportunities for technical support for Hitchcock.¹⁰

Hitchcock can support its local businesses to ensure that they remain part of the market and incorporate their growth with the city. Hitchcock can attract new retail establishments and small businesses through joint efforts of property owners, the Chamber of Commerce, CDC, and the city. Strategies outlined for fostering this growth can be found in the Economic Chapter of the Comprehensive Plan. Hitchcock can use these partnerships to identify possible investors to bring in additional economic and commercial opportunities.

The city needs to create a marketing strategy to spread awareness of programs and events through a web-based community. Hitchcock should consider hiring a marketing consultant to rebrand logo, promotional materials, events postcards, maps and brochures. Create an online “story map” with all the highlights in the downtown including attractions, historic buildings, art, and murals. Partner with the ISD to get students involved in marketing and beautification efforts. Assign the task of regularly updating the website, social media, and consolidated events calendar to a member of the downtown task force.

STORY MAP

The Historic Downtown of the City of Salem created an interactive Esri Story Map to promote downtown. It provides a virtual tour of the downtown and an opportunity to market their many assets. The map contains interesting facts to go along with the images of the

historic sites. Hitchcock could create this kind of tool to highlight sites like the Hitchcock Depot, Blimp Base, Stringfellow Orchards, Public Library and Genevieve Miller House, and Galilee Missionary Baptist Church. This could even include public parks and attractions.

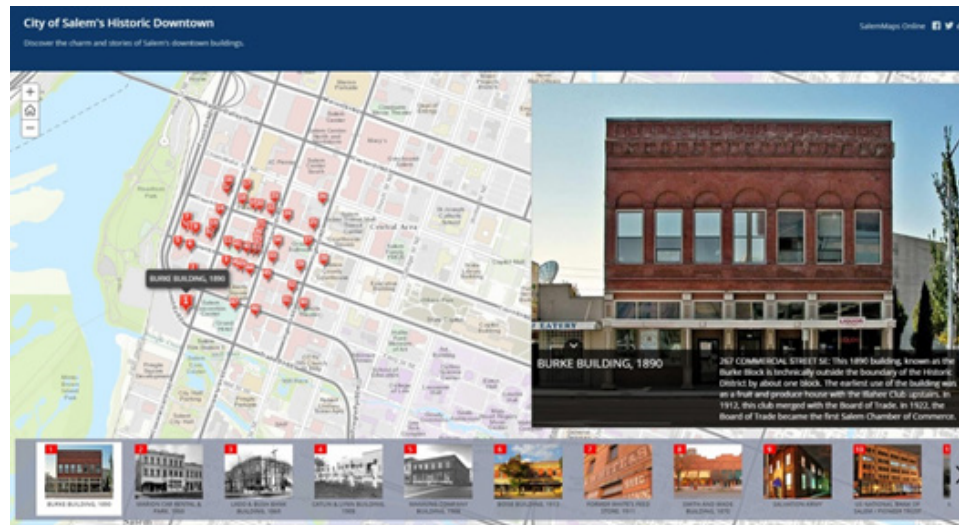


Figure 7.7: Esri Story Map



Ensure the beauty, sustainability, and design of the downtown district.

The planning team recommends that the city establish a downtown task force with members acting as representatives of the various groups within the community. With the help of the task force and community feedback, the city should establish an overall vision for the future downtown district. To ensure that this area is maintained at the highest standard, Hitchcock should continue to engage the beautification committee throughout the planning and development process of this new area.

Downtown zoning overlay

To accomplish the downtown vision that has been set out by the community, establishing clear distinctions of where specific things are to be placed is a crucial aspect in the design process. By designating appropriate locations of businesses and landmarks, this plan hopes to create a cohesive juncture where businesses can benefit from one another. Strategic location planning starts with adopting effective zoning. This is where zoning overlays can be utilized to achieve the most effective allocation for downtown Hitchcock. These zoning overlays are the result of studies and surveys from local residents, offering a clear view of objectives. Having a zoning overlay for downtown Hitchcock helps the city implement specific regulations to be enforced in specific locations and can assist in fostering a district where commercial and market needs can be efficiently fulfilled.

PRESERVATION AND BEAUTIFICATION

Currently in Hitchcock, many beautification efforts are happening through the Hitchcock Beautification Committee. This group is aiming to create a more attractive Hitchcock, one simple measure at a time. Breathing life into another area of town, this committee has planned on a public art mural that will be placed at a prominent intersection near the Hitchcock Public Library. This mural will depict the community and its expression of pride towards the local school and city. Increasing public art that is created by the locals themselves is a great way to not only beautify an otherwise plain wall, but creates to a staple in the community as it will install a feeling of belongingness. Some of the elements that can aid in the development of an appealing and attractive zone are:

- Pedestrian amenities
- Well-kept landscapes
- Appealing facades
- Street furniture
- Street lighting
- Public art

There are many ways that community members can partake in the beautification of the

streets and the proposed downtown. Volunteer events like tree planting, community gardens, trash clean up, repainting faded signs and structures etc. are all simple methods that create a large impact. These kinds of events have the snowball effect, as they can easily inspire the community to spur into further action. The physical appearance of cities do matter, and often times can dictate the long term viability of a city. Residents invest their trust to city officials, and simple measures like having a litter free city can go a long way in establishing the culture of a town.

Local Art

Another small yet impactful action Hitchcock could look to pursue in their neighborhoods is the inclusion of local public art. From murals to signage, communities can showcase their unique expression in these non-intrusive methods. These exhibits of local art can be used as a tool for community revitalization and connectedness. Displaying public art in places also dissuades vandalism and injects vibrancy into the area. This provides a low cost, and natural way for Hitchcock to decorate its town, and keep it that way.

To make the downtown sustainable and protected from natural hazards, Hitchcock needs to create and implement Low Impact Development along with streetscape design guidelines. It will be beneficial for the city in the long run to collaborate with stakeholders and organizations to create a sustainable downtown.

According to the Urban Land Institute (ULI), there are ten principles necessary for rebuilding downtown neighborhood retail districts.

1. Great Streets Need Great Champions. Identify a group or an individual champion to initiate the process, implement, and follow through to completion.
2. It Takes Vision. Someone to initiate the process, fight to ensure it is done right, and follow through to completion. The champion can be a group or an individual.
3. Think Residential. Mix residential use with commercial for a successful downtown.
4. Honor the Pedestrian. Focus on walkability and enhancing the pedestrian experience.
5. Parking is Power. Parking needs may be less along neighborhood shopping streets than in suburban shopping centers, so set lower parking requirements.
6. Merchandise and Lease Proactively. Property owners need to work together and partner with the public sector to promote and lease in a coordinated and mutually supportive way.
7. Make it Happen. Bring the communities together including landowners, developers, and retailers to make it happen.
8. Be Clean, Safe and Friendly. Keep the neighborhood shopping street clean, safe, and friendly, to draw customers even though the street as a whole may still be in transition.
9. Extend Day into Night. Include multiple markets to generate income throughout the day and into the night.
10. Manage for Change. Be prepared for a long reinvestment process with continuously changing market realities.



DOWNTOWN DESIGN GUIDELINES.

There are many benefits of creating an attractive city scape when designing a downtown. People wish to live and work near areas that are pleasant to be around. Having a downtown where community members can congregate is essential for a local economy and overall atmosphere. It establishes a brand of community and can lead to more investment and profit circling back to the local economy and culture. The focus should be on the current residents and how they can best be served by a downtown. If Hitchcock is able to construct an environment in which residents can congregate around commercial, social, and cultural cores, it will be a momentous step towards accomplishing their goals for a sustainable economy.

An adeptly designed downtown is one that can showcase culture with respect to its history and community. For Hitchcock, residents have repeatedly stated their desire for the establishment of an area that can anchor the city's identity. A downtown is a critical piece of a city, and the

small town of Hitchcock is no different.

Once in Downtown, residents wish to be able to access the multiple facilities throughout the area, and Hitchcock should look to improve the interconnectedness throughout the zone. Creating sufficient sidewalks, bike lanes, and open spaces throughout the zone will result in greater cohesiveness and effectiveness of the proposed downtown area. To create and implement this low impact development and streetscape design guidelines, Hitchcock should work with organizations, such as Texas Main Streets to create a sustainable downtown area. Measures like providing outdoor seating areas, adequate shading, and public utilities will allow residents and visitors to effectively interact with the entirety of the downtown district. Beyond that scope, Hitchcock should implement design strategies outlined more distinctly in the Transportation Chapter of this Comprehensive Plan to create for wholly accessible streets within the downtown district.



Figure 7.10 Historic District Street Signage



Figure 7.11a Historic District Design Suggestion



Figure 7.11b Historic District Design Suggestion

Protect, preserve, and celebrate the history and culture of Hitchcock.

Good Ole Days Festival Grounds, Hitchcock Public Library, and Naval Air Station have been flagged by community members as assets that should be incorporated within the downtown plan. These amenities should be accounted for in an inventory to define the boundaries of the district. These sites should be properly maintained and looked after. Deterioration and damage caused by natural forces can significantly reduce the charm that these sites provide to residents and visitors. The city should establish a Historic District Committee to oversee historic preservation and host educational and celebratory events. Increasing tourism/outside visitors by marketing historical buildings, arts, antiques, boutiques, and other assets is another effective strategy. To ensure inclusivity and engagement, the city should partner with community organizations, local and regional schools, and non-profit organizations. To further celebrate Hitchcock's military history, the city should establish a museum to commemorate World War 2 Blimp Base on the grounds of Hitchcock Public Library parcels 1 and 2.

ACCESSIBILITY

Accessibility refers to the ease of reaching goods, services, activities, and destinations, which together are called opportunities. Designing through an accessibility lens will welcome the young, elderly, and persons with disabilities to access public services and amenities such as the public library, elementary school, Good Ole Days fairground and the Orchard.

A crucial aspect of a downtown area is connectivity and accessibility to the various amenities. To ensure maximized usage and interaction between residents and the downtown, the streetscape design is important. Accessible streets start with a pedestrian friendly environment. Creating an attractive and safe pedestrian and bicycle friendly environment is known to boost both property values as well as delivering an economic boost to the adjacent businesses. Streets must be ADA compliant to allow access to all residents, and

should have sufficient and quality infrastructure. Hitchcock residents have expressed desire for a lessened emphasis on vehicular infrastructure enhancements, and instead asked to make human powered movement a higher priority. Streetscape design recommendations are outlined in the Transportation Chapter of this Comprehensive Plan.

To create an accessible character, incorporating accessibility amenities will be implemented to connect vulnerable populations with public amenities. The district will require all sidewalks, street curbs, street crossings, street lights, parks, street furniture, and access to buildings to comply with the 2010 American with Disabilities Act Standard for Accessible Design (ADA). These regulations are minimum requirements for accessibility of commercial and public spaces to be readily accessible to and usable by people with disabilities. Ordinances regulating accessibility standards should be applied to the overlay district.



PROPOSED WORLD WAR II BLIMP BASE MUSEUM

In partnership with other museums and local schools, a replica of a blimp from Hitchcock's Naval Air Station will be installed on the grounds of the public library to host educational workshops, history symposia, screenings, and technical training for youth, whole families, and the elderly.

The fully-functional blimp structure would be placed on the two parcels owned by Hitchcock Public Library, and be 162 feet in length, divided in half and angled towards the street to intrigue potential visitors. The cur-

rent configuration allows for the entire monument to be placed on land owned by the city. Setting a precedent for unique attractions in Hitchcock, the facility would house a World War II museum that highlights the city's partnership with the United States Navy during that time period. A promenade would line the exterior of the blimp halves, with a raised deck for taking pictures in front of Hitchcock, TX insignia. A courtyard would allow residents and visitors to leisurely wander through the grounds, which lead to the Genevieve Miller Home and Hitchcock Public Library.



Figure 7.12: Precedent Blimp Museum

Source: DOX Prague

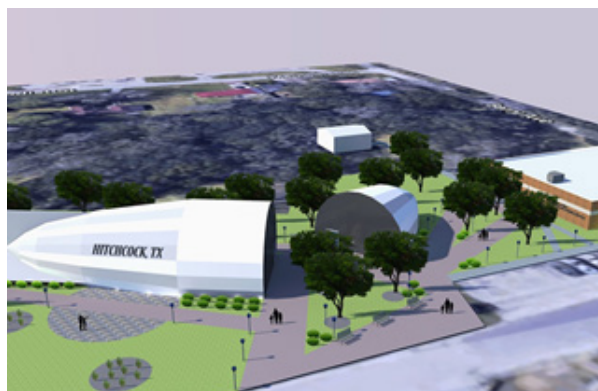


Figure 7.13b: Precedent Blimp Museum

Source: DOX Prague



Figure 7.13b: Proposed Blimp Museum - 3D Views

Source: DOX Prague

The city should look into partnerships with organizations that provide expertise on downtown preservation and revitalization. Using local talent and residents, Hitchcock should plan and host historic preservation and celebration events in this historic downtown district. The city should encourage unique cultural attractions, such as wineries/breweries, open markets, public art shows etc. to encourage community gathering. Once Hitchcock feels confident with the state of the historic downtown district, they should partner with surrounding communities to showcase the culture of Hitchcock to tourists and visitors.

Hitchcock should be hosting year-round events in the downtown district to attract visitors of all ages to celebrate the community. There could be many unique opportunities for events in the downtown, creating opportunities for artists, craftsmen, and local business owners at various sidewalk venues and open spaces. Storefronts and open spaces can be decorated with lights and other festive designs to attract guests to festivals and events.

CASE STUDY: DOWNTOWN BRYAN – FIRST FRIDAY

Bryan, Texas developed from a small railroad town in the late 1800's into an expanding city of over 80,000. The growth and success of a town meant to be just a train stop has been credited to the dedicated work that the community has done in efforts of creating a vibrant downtown. Downtown Bryan has become the cultural centerpiece for this town. Facing a downturn from the 1980's to the mid 2000's, a movement for a downtown revitalization began to take shape. Shortly after, they became a Texas Main Street City partner, which is a program designed to provide expertise on downtown preservation & revitalization.

By focusing development on local attractions and community events, they were able to provide its residents with an attractive and engaging public area. Downtown Bryan is now lined with historic theatres, hotels, museums, boutiques, antique shops, art galleries, bars, and restaurants, all which showcase its proud heritage. Downtown Bryan is also host to the weekly Brazos Valley Farmers Market which encourages and supports local farmers and artisans and engages the community with small business owners. These and other events have fostered a sense of fellowship and communi-

ty within the Bryan College Station area. This push toward downtown revitalization is now enabling people to experience the cultural magnets that define Downtown Bryan as an exciting area for residents and visitors to see.

The Downtown Bryan Association holds an arts and culture festival on the first Friday of every month. Streets and sidewalks are filled up with people pausing to listen to street musicians, watch a magic act, peruse artwork or just chat with friends. Shops stay open late and restaurants stay busy until well into the late evening. There is even live music performed in the local theater.



Figure 7.14: First Friday in Downtown Bryan, TX

Source: www.downtownbryan.com



REFERENCES

- ¹ Genevieve Miller Hitchcock Public Library (2018) Camp Wallace. Retrieved from <https://www.hitchcockpubliclibrary.org/Archives%20Department/camp>
- ² Texas Historic Sites Atlas (2015) Details for Hitchcock Depot (Atlas Number 5167007492). Retrieved from <https://atlas.thc.state.tx.us/Details/5167007492>
- ³ Collins, S. (2012). National Register of Historic Places Registration Form. Retrieved from <https://www.nps.gov/nr/feature/places/pdfs/13000043.pdf>
- ⁴ Galilee Missionary Baptist Church (2018) Our History. Retrieved from http://www.mygalileembc.org/our_history
- ⁵ Houston-Galveston Area Council (2018) A Guide to Downtown Revitalization. Retrieved from <http://www.h-gac.com/bringing-back-main-street/guide-to-downtown-revitalization.aspx>
- ⁶ Scenic Houston (2018) SCENIC CITIZEN CORNER. Retrieved from <https://sceniccitycertification.org/>
- ⁷ Scenic Houston (2018) SCENIC CITIZEN CORNER. Retrieved from <https://sceniccitycertification.org/>
- ⁸ Texas Historical Commission (2018) About the Texas Main Street Program. Retrieved from <https://www.thc.texas.gov/preserve/projects-and-programs/texas-main-street/about-texas-main-street-program>
- ⁹ Keep Texas Beautiful (2018) Retrieved from <https://ktb.org>
- ¹⁰ Texas Downtown Association (2018) Retrieved from www.texasdowntown.org



PARKS & ENVIRONMENT



INTRODUCTION

With an increase in urbanisation, the interaction between humans and nature is becoming increasingly dynamic and intersectional. Land use, water supply, waste, green spaces, and natural resources impact the environment. The city can manage these valuable assets correctly while also improving the quality of life through physical, social and recreational activities. As the city grows, Hitchcock needs to guide the development of people and places away from environmental threats. This section discusses the existing state of parks and the natural environment and recommends strategies to protect, and manage them into the future.

COMMUNITY FEEDBACK

Residents believe that there is a need for a long term vision and management plan for parks and the environment. Residents understand the environmental risks do to it's geographical location on the coast and want to prioritize hazard mitigation and flood resilience. Many residents want to improve engagement and public awareness regarding Hitchcock's natural resources. Community members expressed the need to increase accessibility and maintenance of existing parks. They support creating multi-functional open spaces or parks, including spaces for farmer's markets, pop-up shows, hiking, and biking trails.

EXISTING CONDITIONS

The City of Hitchcock has a total area of 92.1 sq. mi. of which 65% is land area (60 sq. mi.) while the remainder is divvied with various water areas. Located in Galveston County on the coast of West Bay, the city enjoys a large number of environmental amenities and resources such as extensive wetlands and marshes. Local usage with green spaces and parks are limited and underutilized with potential to increase interaction. Hitchcock's contact with the environment comes with its fair share of drawbacks, as it is exposed to natural disasters including hurricanes, flooding, and tornadoes.

Environmental Profile

An ecoregion is a geographical region characterized by distinct species that sustain a particular ecological pattern. Hitchcock is influenced by a combination of several different ecoregions, including Northern Humid Gulf Coastal Prairies, Mid-Coastal Barrier Islands, and Coastal Marshes.

Hitchcock's land cover (Figure 8.1) consists of cropland, hay and pastureland, urban, commercial, and industrial settlement type land uses, wetlands, and recreational areas. A majority of undeveloped land lies in southeast, primarily consisting of wetlands. These wetlands provide multi-faceted eco-

logical services, including habitat for supporting and sheltering marine life, stabilizing the bayou, and natural water treatment plants. Additionally, the wetlands safeguard the community by enhancing the flood resilience capacity of the watersheds by absorbing and holding the rainfall, before slowly releasing it into the watershed drainage systems.



Develop walking trail at Good Ole Day's Park



Address sustainability opportunities for water and sewer



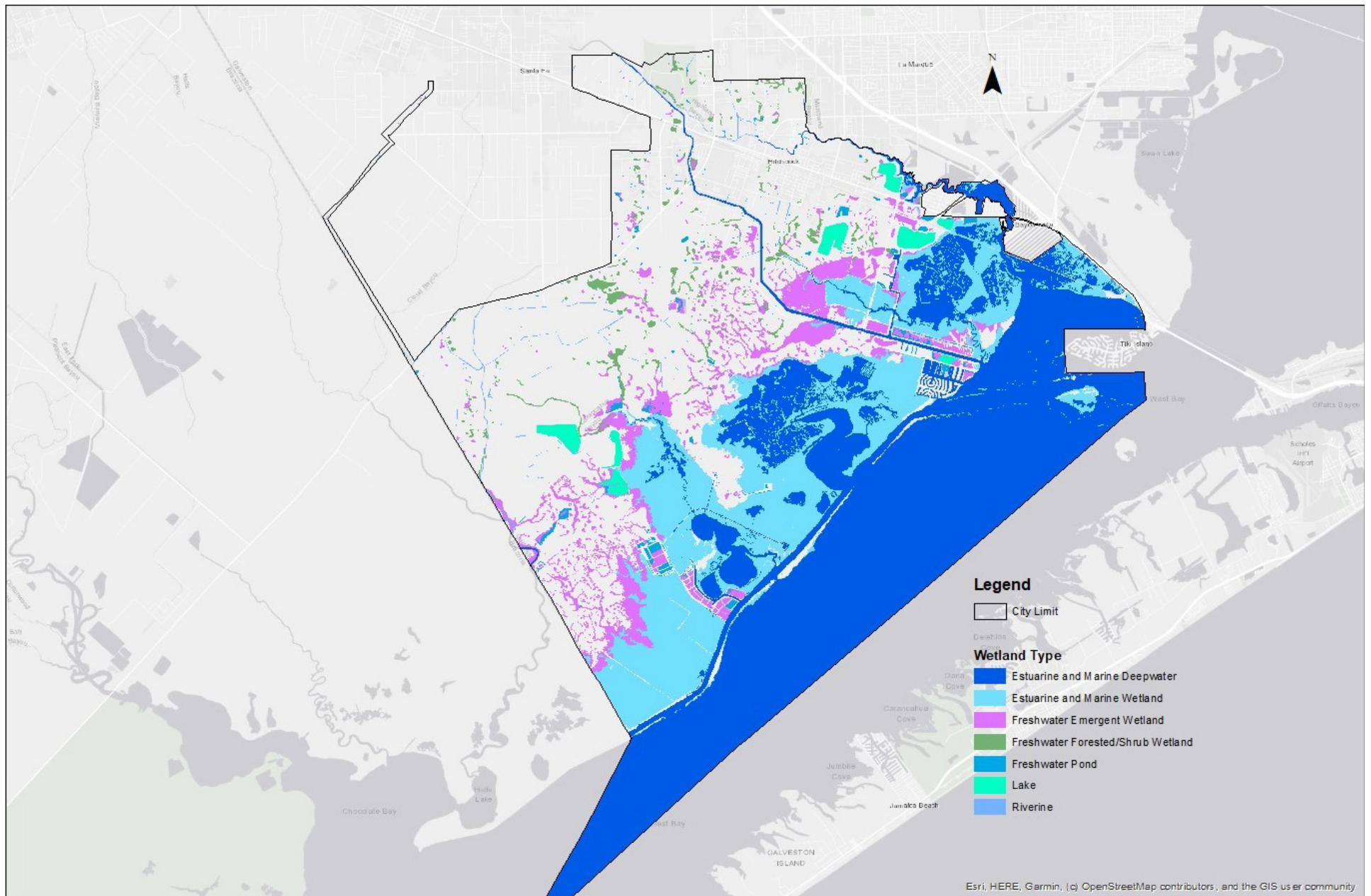


Figure 8.1: Types of Wetlands in Hitchcock

Source: National Wetland Inventory – U.S. Fish and Wildlife Service



There are about 16,000 acres of wetlands in Hitchcock, which is 27% of the total city. This significant portion of Hitchcock is used for fishing(recreational, commercial, and sport), oil and gas production, and hunting.¹ A large portion of the wetlands are owned by 8 entities, most of whom are associated with conservation.² Even though these private entities plan to conserve the wetlands, there is no public accountability to make sure the wetlands are not disturbed.

Bayous are some of the prominent natural features in Hitchcock. Bayous are a slow-moving streams mainly found in the southeastern United States and can be made up of both saltwater and freshwater. They house diverse habitats while also acting as a drainage basin to retain excess rainfall.³ The defined watersheds in the Highland Coastal Basin (in which Hitchcock resides) include Highland and Marchand Bayou, Moses Bayou and Lake, the Texas City Ship Channel, the Diversionary Canal, and the estuarial bayous of the Campbell, Basford, Greens Lake, and Karankawa (Figure 8.2).

The Highland Bayou project is a mitigation tool in place to help protect the bayous in Galveston County. This is a multi-year effort between cities, businesses, and residents, identifying steps for improving the quality and safety of bayous, spanning approximately 120 square miles, covering communities in Galveston County, including Hitchcock.

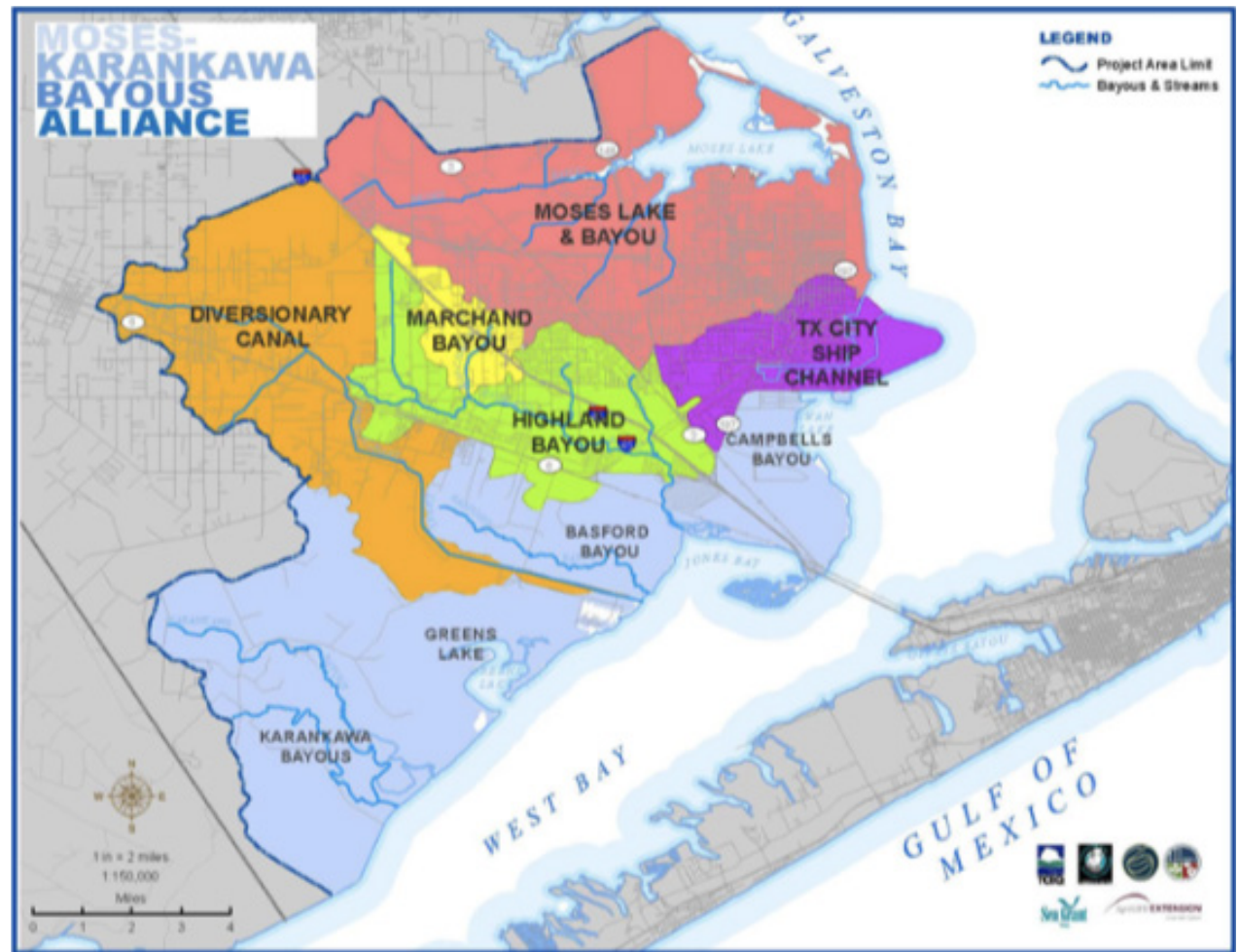


Figure 8.2. *USPWS Wetland Inventory*
Source: *Texas A&M Agrilife Extension*

Flora and Fauna

The Gulf Coast Prairies and marshes extend 60-miles along the Texas coast, from Louisiana to the Brownsville border. Texas Parks and Wildlife notes that this area is comprised of marshes and bushes with some specific vegetation and plants. With the proximity to open water, the majority of plants are short rooted. A significant portion of the environmentally sensitive Coastal Gulf Prairies has been impacted by the transformation of primary land function from tall grass prairies to pasture sites for cattle, rice, and sugar cane.

Millions of migrating birds such as geese, ducks, and songbirds call Hitchcock home during the winter season. Additionally, alligators, fiddler crabs, spoonbills, and sea turtles are found in these areas and benefit from accessibility to shallow water. The Lightning Whelk, only found in the Gulf Coast Prairies, is a large carnivorous sea snail with a heavy shell. This species has significant historical cultural value by the local Native American populations as they were used to make tools.

The coastal boundary bordering the Gulf of Mexico is a nutrient rich environment affected by the regional ecology. Once covered with tallgrass prairies, changes in ecology and climate have lowered the number of plants grown in this area. Animals and wildlife have both been affected by these changes, prompting the increase of endangered and threatened species. Ecological changes have caused significant degradation in species richness and habitat. The Environmental Protection Agency defines “endangered” as species that are “in

danger of extinction within the foreseeable future throughout all or a specific portion of its range.” According to the Texas Parks and Wildlife Department (TPWD) database of rare, threatened, and endangered species, there are eight birds, fish, mammals, and reptiles listed as endangered in Galveston County, which include:

- Attwater’s Greater Prairie-Chicken
- Eskimo Curlew
- Golden-cheeked Warbler
- Smalltooth Sawfish
- Humpback Whale
- Atlantic Hawksbill Sea Turtle
- Kemp’s Ridley Sea Turtle
- Leatherback Sea Turtle

Threatened species are “animals and plants likely to become endangered within the foreseeable future throughout all or a specific portion of its range.” In Galveston County, there are 13 species listed as threatened, including:

- Reddish Egret
- White-faced Ibis
- Wood Stork
- Swallow-tailed Kite
- Bald Eagle
- White-tailed Hawk
- Piping Plover
- Opossum Pipefish
- Rafinesque’s Big-eared Bat
- Loggerhead Sea Turtle
- Alligator Snapping Turtle
- Texas Horned Lizard

Knowledge of these species helps with future development plans to reduce and control possible negative impacts on vegetation and wildlife in the region.



Figure 8.3: Attwater’s Greater Prairie-Chicken

Source: US Fish & Wildlife Service



Figure 8.4: Bald Eagle

Source: Audubon



Water

The Gulf Coast Water Authority (GCWA) Reservoir, in conjunction with Municipal Conservation, primarily serves the area. The Texas State Water Plan projected demand and supply logistics and do not expect shortages for the city in the coming decades (Figure 8.5). While the existing supply of water remains relatively stable, the demands will continue to rise. To help mitigate from the lack of balance between supply and demand, the city is looking for ways to balance it out through sustainability measures (seen by the strategy supplies) supported by the public.

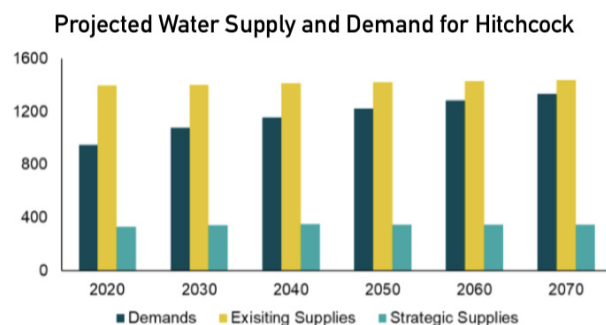


Figure 8.5. Hitchcock Water Supply and Demand
Source: Texas State Water Plan

SUPERFUND SITES

Superfund sites are areas contaminated by hazardous waste and identified by the Environmental Protection Agency (EPA) as a candidate for cleanup because it poses a risk to human health and/or the environment.⁴ Sites that are placed on the National Priorities List (NPL), classified as either:

- **Active:** A non-archived Superfund site, which assessment, removal, remedial, enforcement, cost recovery, or oversight activities are planned or conducted under the Superfund/CERCLIS (Comprehensive Environmental Response, Compensation and Liability Information System) program.
- **Archived:** A Superfund site with no further interest under the Federal Superfund Program based on the available information and no longer part of the CERCLIS inventory.

Hitchcock has, or is near, the following archived superfund sites⁵:

- Amoco Oil Company Refinery - Texas City, TX
- Browning-Ferris Industries, Inc. (BFI) - Hitchcock, TX
- Highway 6 Dump Site - Hitchcock, TX
- Galveston County Landfill - Hitchcock, TX
- Gulf Coast Waste Disposal - Texas City, TX
- Joe Patterson Site - Santa Fe, TX
- Longmeyer & Associates Property - Hitchcock, TX
- McGinnes Industrial Maintenance Corporation - Hitchcock, TX
- Naval Air Station - Hitchcock, TX
- Sterling Chemical - Texas City, TX
- Union Carbide Corporation - Texas City, TX
- Waste Chemical Disposal - La Marque, TX

The following are active superfund sites near Hitchcock⁶:

- Hall Street (former waste disposal site) - Galveston County
- Malone, Inc. (Swan Lake Plant) - Texas City, TX
- MOTCO, Inc. - La Marque, TX
- TEX-TIN Corporation - Texas City, TX

Exposure to Natural Disasters

Since 1953, 22 natural disasters have been declared by FEMA in Galveston County. According to the NOAA, Hitchcock is susceptible to major storms including tropical depressions, tropical storms, and hurricanes. According to the Social Vulnerability Index from the U.S. Census Bureau, which measures resiliency in a community from situations like natural disasters, all of the city is within the top 3rd or 4th portion of the index.

Hurricanes and Tropical Storms

While hurricanes pose higher threats to loss of life and property, tropical storms and depressions can also be devastating. Few major disasters including Audrey in 1957, Alicia in 1983, Bertha in 2002, Rita in 2005, Ike in 2008, and recently, Harvey in 2017 have caused critical damage to loss of life and property in Hitchcock. These hurricanes have not only caused extensive economic damage, but also led to social distress.

Floods and Floodplain

The entire city faces a significant threat of flooding. Massive flooding can result in considerable changes to topography, soil, vegetation, and physical structures, especially within the most hazardous zones.

As weather patterns change, it is essential to understand the current risks and prepare strategies to protect communities living within flood zones. Even if an area has not flooded in the past, it does not mean that it will not flood in the future. Figure 8.8 shows the storm surge from the hurricane in Hitchcock.

Other Hazards

Based on historical records, hailstorms and tornadoes are a significant threat to the city. In the past 20 years, the city has suffered a total of \$1,112,000 in property damages due to hail and \$72,000 in property damages due to tornadoes.

Hitchcock is vulnerable to threats arising from future sea level rise. Predicted sea level rise could result in increased flooding and land loss. Figure 8.8 shows a sea level rise scenario of 0 to 6 feet in Hitchcock and surrounding areas. The darkest red color represents areas with the lowest elevations and highest probabilities of flooding due to sea level rise.



SOCIAL VULNERABILITY INDEX

The Social Vulnerability Index (SVI) is a valuable tool that identifies the level of vulnerability of a community. The SVI “refers to the resilience of communities when confronted by external stresses on human health, stresses such as natural or human-caused disasters or disease outbreaks.”⁴³ Figure 8.6 shows the SVI analysis of Hitchcock. As observed, a majority of the city falls in the third highest level of vulnerability.

As observed, a majority of the city falls in the third highest level of vulnerability. Darker the color, higher is the social vulnerability. The most populous region — the northern part of the city — in the city is the darkest color, suggesting that there is a need to consider social vulnerability of the residents.

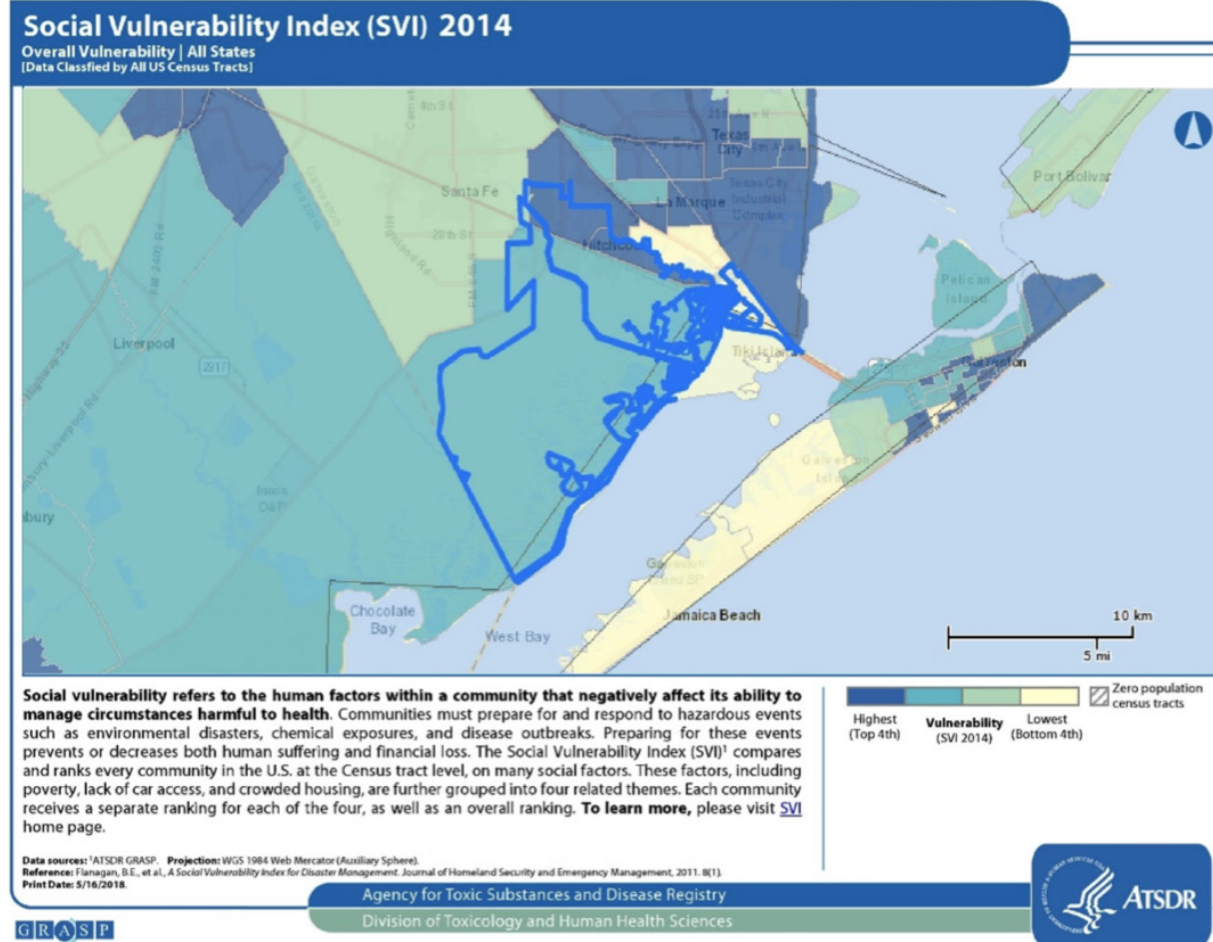


Figure 8.6. Social Vulnerability Index

Source: ATSDR

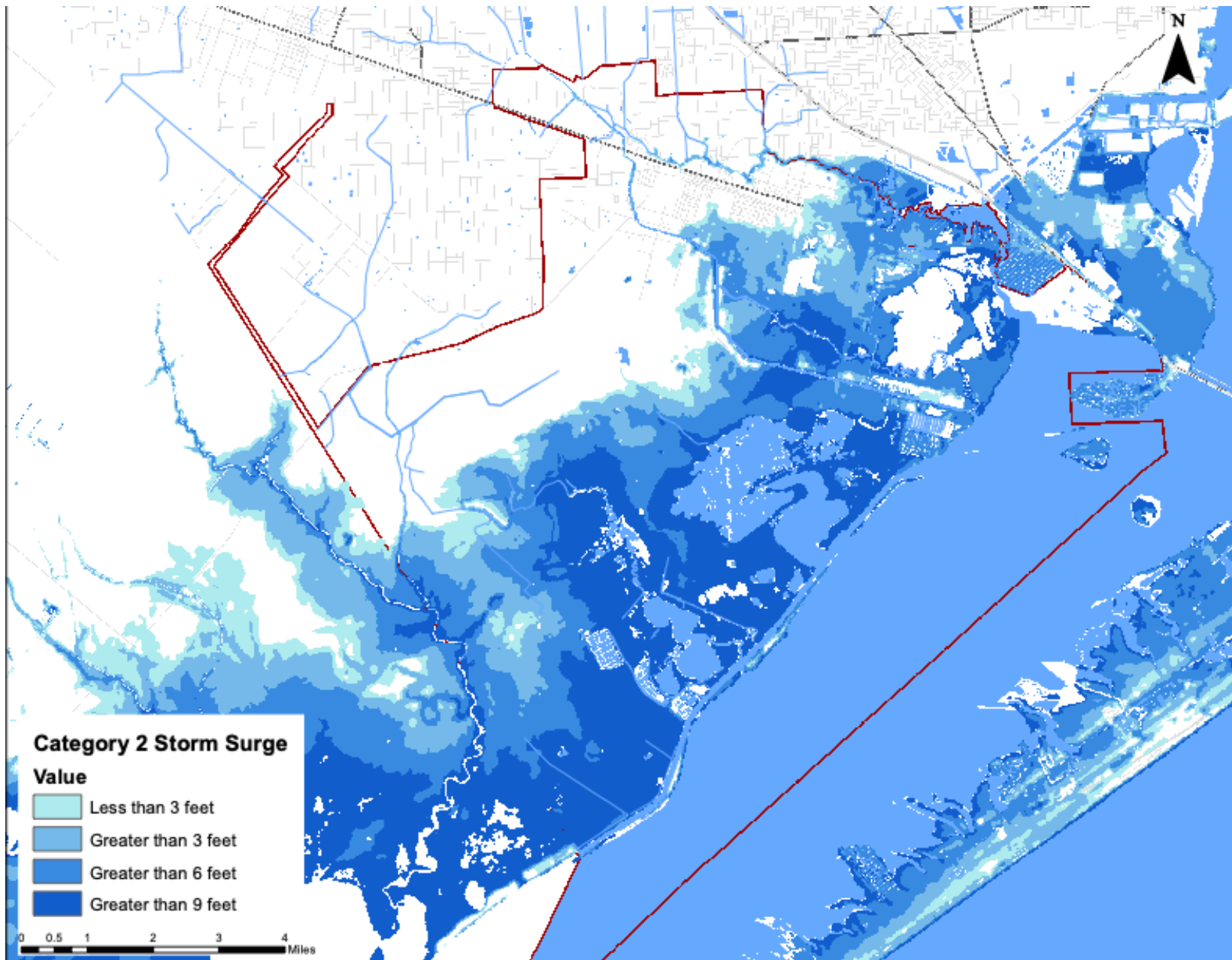


Figure 8.7. Storm surge resulting from Hurricane Harvey

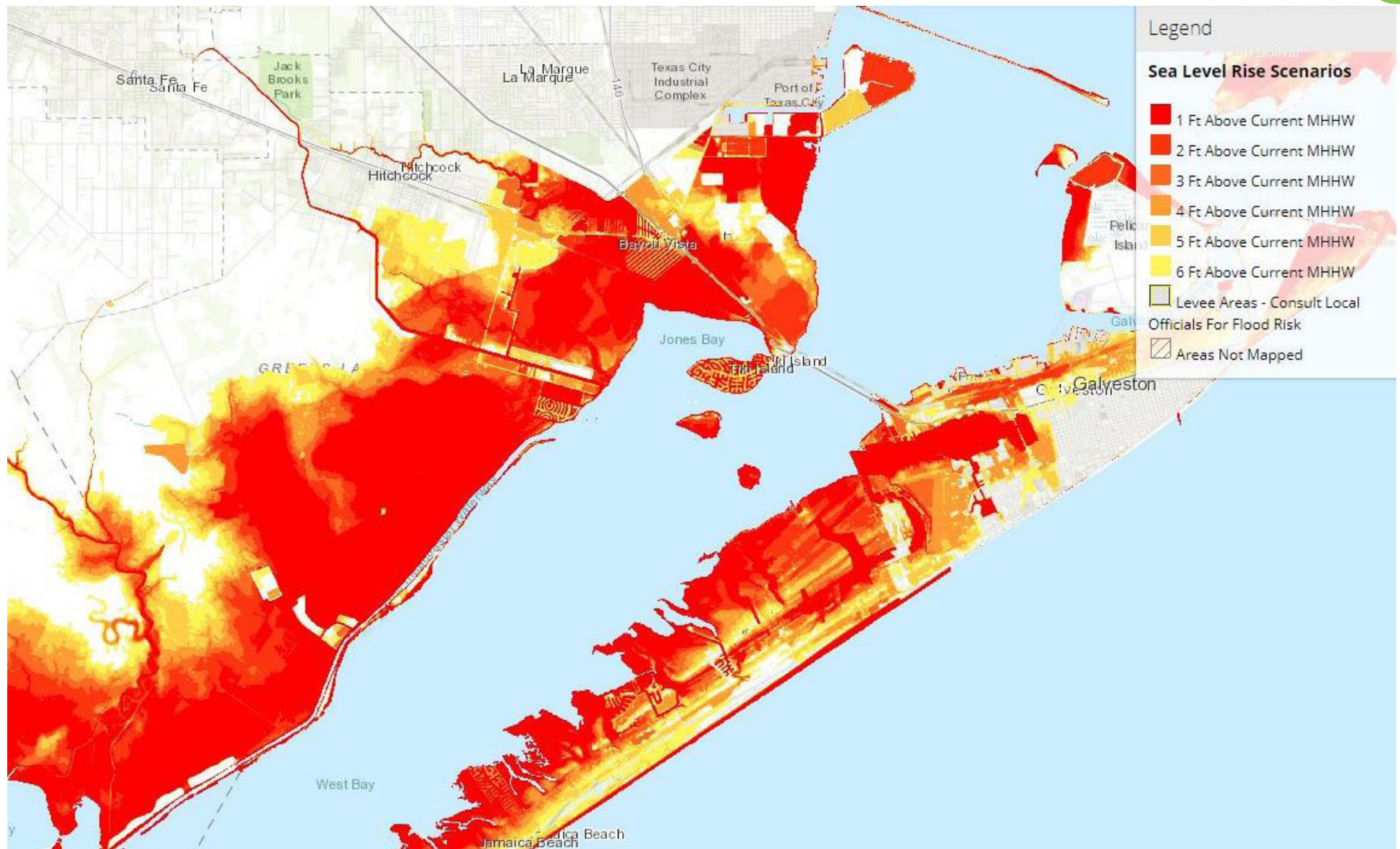


Figure 8.8 Sea Level Rise

Source: NOAA, Coastal Flood Exposure Map

Parks and Open Spaces

Hitchcock has five parks with a total area of about 700 acres. Out of the 41,215 acres in the city, the area of parks account for a mere 1.7% of total land area. There is a large group of younger children under the age of 14 and an older population between the ages of 45 and 74. The two age groups listed are those that are the most active users of parks and greenspaces spaces. Unfortunately in 2017, only 19% of the population in Hitchcock was living within a 10-minute walk of a park. Figures 8.11 through 8.13 show the images of parks in Hitchcock. Figure 8.14 shows the location of parks.

Jack Brooks Park is located in the northern edge of Hitchcock covers 678 of the acres.⁷ This park is managed by the Galveston County Parks and Cultural Services Department. It offers several amenities, including playgrounds, picnic areas, sport fields, horseback riding trails, mountain bike trails, and a historic site.

The City of Hitchcock maintains several city parks, school parks, and sport fields. Bulldog Stadium and Athletic Field is part of Hitchcock High School. The sports complex features a baseball field and a football stadium. Hitchcock City Park is located along the southern bank of Highland Diversion Channel and includes two baseball fields. The Joe Moore Park has a large grass covered open field in the south and a basketball court in the northern corner. The Public Library and Hitchcock Heritage Museum are connected by the Gordon and Ursula Latimer Park.



Figure 8.9 Gordon & Ursula Latimer Park

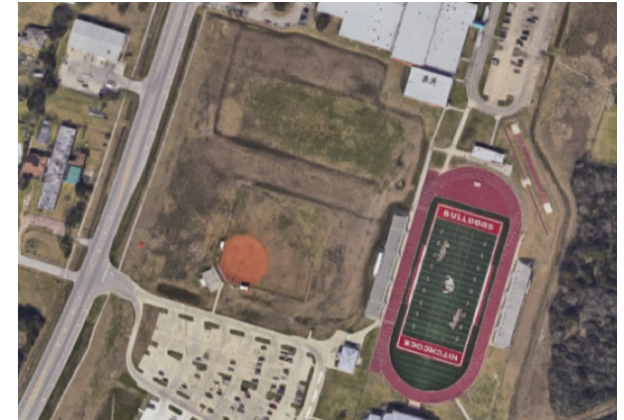


Figure 8.10 Bulldog Stadium and Athletic Fields
Source: Google Maps



Figure 8.11. Hitchcock City Park
Source: Google Maps



Figure 8.12. Red Raider Field in Hitchcock
Source: Google Maps



Figure 8.13. Joe Moore Park
Source: Google Maps

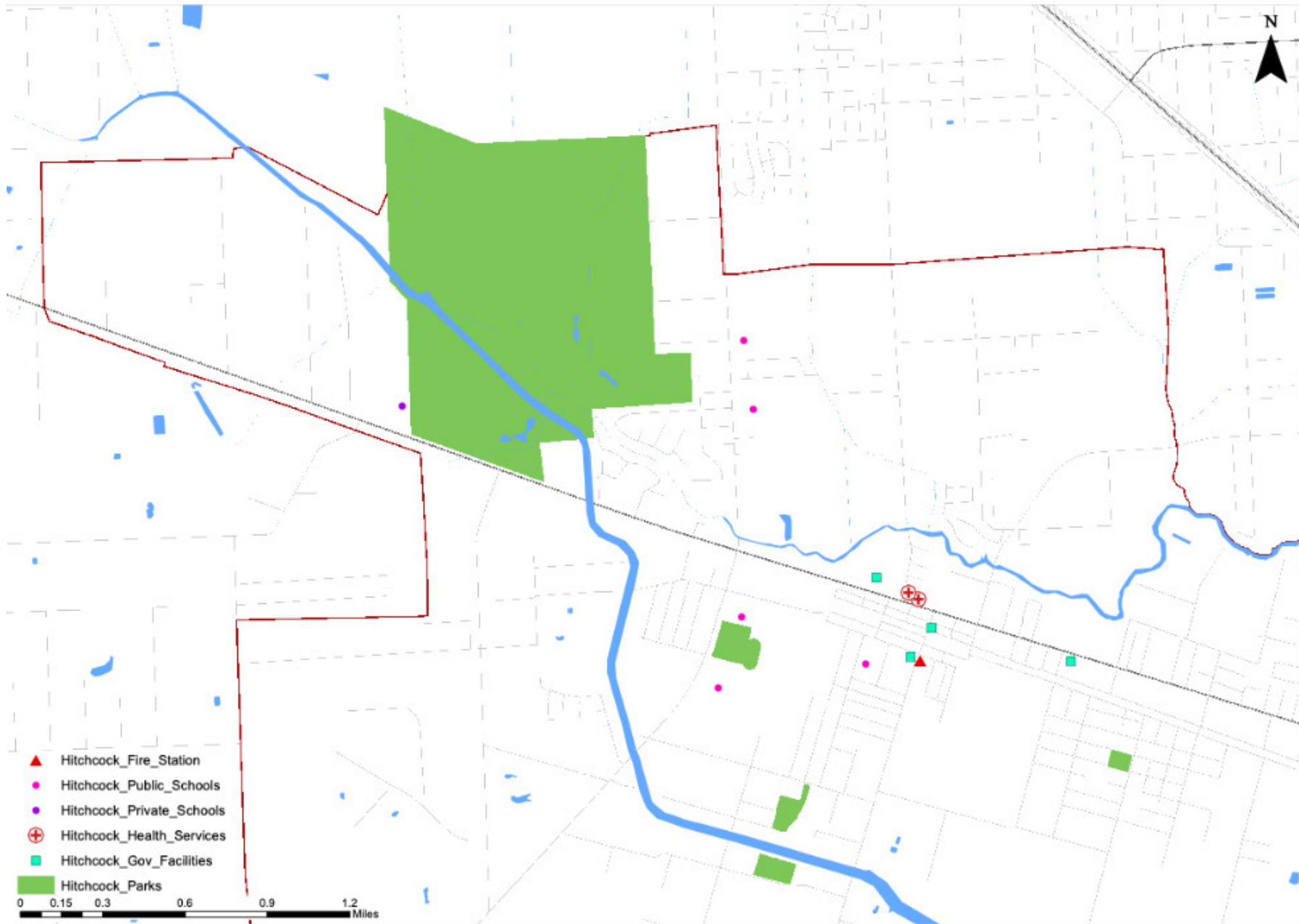


Figure 8.14. Location of Hitchcock Parks

RECOMMENDATIONS

Enhance and expand recreational options for Hitchcock's citizens and visitors to provide equitable opportunities.

Hitchcock is committed to providing equitable recreational opportunities by enhancing and expanding the existing parks network. To achieve this goal, the city should work with the HEDC and Keep Hitchcock Beautiful group to establish a Parks and Recreation Department. This department should prepare and adopt a parks and recreation plan that identifies existing parks and open spaces and maintains an updated database.

The city should create a parks and recreation plan to enhance services and increase the level of usage. Hitchcock could adopt a level of service standards from the American Planning Association to ensure high-quality ecosystem services and supporting infrastructure. Table 8.1 is a classification of parks and greenways according to the American Planning Association. While all of the types of parks listed in the table may not be appropriate for Hitchcock, additional park types with appropriate level of service would enhance the quality of the park system. It is important that the city allocates funds to this department to maintain the existing and new parks and open spaces. The city should develop a continued investment plan through capital funds, public private partnerships, grants, and other resources. It is recommended that the community invest in a professional grant writer to assist the city in the grant request process.

Table 8.1 Parks and Greenways Classification (American Planning Association)

Classification	General Description	Size and Service Area Criteria
Neighborhood Park	Basic units of the park system and serve a recreation and social purpose. Focus is on informal recreation.	Typically 5 acres or more; 8 to 10 acres preferred, with 3 acres the desired minimum size. Service area one-fourth to one-half mile uninterrupted by major roads and other physical barriers.
Community Park	Serves a broader purpose than neighborhood parks. Focus is on meeting community-based recreational needs as well as preserving unique landscapes and open spaces.	Varies, depending on function. A minimum of 20 acres is preferred, with 40 or more acres optimal. Service area can be communitywide or several neighborhoods in a given area of the community
Large Urban Park	Generally associated with larger urban centers with large populations. Focus is on meeting wide ranging community needs and preserving unique and sometimes extensive landscapes and open spaces.	Varies depending on circumstances. A typical minimum size is 50 acres, with hundreds of acres not uncommon, such as Central Park in New York City.
Youth Athletic Complex/Facility	Consolidates programmed youth athletic fields and associated facilities to fewer strategically located sites throughout the community. Also can provide some neighborhood use functions.	Varies, with 20 acres or more desirable, but not absolute. Optimal size is 40 to 80 acres.
Community Athletic Complex/Facility	Consolidates programmed adult and youth athletic fields and associated facilities to a limited number of sites. Tournament-level facilities are appropriate.	Varies, with 20 acres or more desirable, but no absolute. Optimal size is 40 to 80 acres.



The city seeks to provide safe connections to parks and open spaces, community facilities, historic sites, and proposed downtown districts. To do so, the city needs to prepare a trails and greenway plan that complements the city’s transportation plan. This plan involves increasing land area dedicated to developing more green spaces. Include proper lighting and security measures along trails and in parks.

By 2040, the city should have a balanced mix of parks, recreational areas, and open spaces for all residents. The city should provide a park within a 0.50-mile buffer or a 10-minute walking distance from residential areas. The planning team recommends the development of vacant lots into pocket parks to encourage community engagement and beautification.

Research has shown that residents prefer to live near and around parks, and that being in close proximity can raise property values significantly.⁸ Parks encourage residents to be more active, boost healthier lifestyles, and increase community connectedness.⁹ Creating a “pocket park” can be done at a low cost and can be incorporated in small, vacant lots. The National Recreation and Park Association has an Issued Brief¹⁰ on how to create these mini parks, and the steps in the guide can be followed by Hithcock community.

Classification	General Description	Size and Service Area Criteria
Greenway	Land set aside for preserving natural resources, remnant landscapes, and open space, and providing visual aesthetics and buffering. Also provides passive-use opportunities. Ecological resource stewardship and wildlife protection are high priorities. Suitable for ecologically sensitive trail corridors.	Varies, depending on opportunity and general character of natural systems within the community.
Parkway	Linear park like transportation corridors between public parks, monuments, institutions, and sometimes business centers. Can be maintained green space or natural in character.	Varies.
Special Use	Covers a broad range of parks and recreation facilities oriented toward single-purpose uses, such as a nature center, historic sites, plazas, urban squares, aquatic centers, campgrounds, and golf courses.	Varies depending on need.
Park-School	School sites that are used in concert with or in lieu of, other types of parks to meet community park and recreation needs. School sites often provide the majority of indoor recreation facilities within a community.	Varies, depending on specific site opportunities.
Private Park/Recreation Facility	Parks and recreation facilities that are privately owned, yet contribute to the public park and recreation system.	Varies.
Regional Parks and Park Reserves	Larger-scale, regionally based parks and open spaces that focus on natural resource preservation and stewardship.	Typically a minimum of 500 acres and up to several thousand acres. Service area is regional, which generally encompasses several cities.

Source: American Planning Association

Preserve and maintain the city's existing natural assets and resources.

The wetlands are vital to Hitchcock's environment because they recycle nutrients, filter pollutants, recharge groundwater, and provide habitat for fish and wildlife. Wetlands reduce peak flows and flood damage, store water, protect erodible shorelines, and provide recreational opportunities and amenities. It is vital that the city continues to protect the wetlands from natural and man-made threats by establishing a 'Wetlands Preservation and Restoration Program' that maintains the integrity of these areas. The city could adopt Conservation Overlays in the zoning policies to protect critical natural resources from development. The conservation overlay district would provide accountability from the local government to ensure the greatest method of flood mitigation in Hitchcock. The conservation district can be compatible with ecotourism, parkland, and open space uses. The city should introduce wetland restoration and conservation strategies through land acquisition and public-private partnerships. Figure 8.14 shows the conservation overlay district.

The U.S. Forestry Department and Department of Transportation has created design recommendations for constructing trails and boardwalks within wetland or estuary environments. Turnpike trails along with signage, raised boardwalks, and walkways would provide access to the many different areas of Hitchcock wetlands, allowing visitors to experience the park in full.¹¹ The recreational infrastructure should be constructed in a way that does not interfere with natural systems.



Figure 8.15: Wetlands in Hitchcock



CASE STUDY: HAMPTON, NEW HAMPSHIRE

The Town of Hampton, New Hampshire created a detailed Zoning Ordinance and Building Codes to protect the valuable function of the area, control flooding, and retain the recreation and aesthetic value.²⁰ The ordinance intends to preserve the integrity and health of wetlands, which provides flood protection and filtration of water.¹¹ It also prevents the development of structures and discourages various land uses on wetlands.²¹ The ordinance protects wildlife, preserves and enhances the aesthetic values of the wetlands, and prevents construction or earth moving activities that could impact adjacent properties.²² Some of the permitted uses include agriculture, wildlife refuge, and nature trails.²³

THE USDA FOREST SERVICE STANDARD TRAIL PLANS AND SPECIFICATIONS

The USDA Forest Service Standard Trail Plans and Specifications are for the design, construction, and maintenance of National Forest System trails and trail bridges. These plans and specifications also are available for other Federal, State, and local agencies, communities, trail partners, volunteers, and entities.

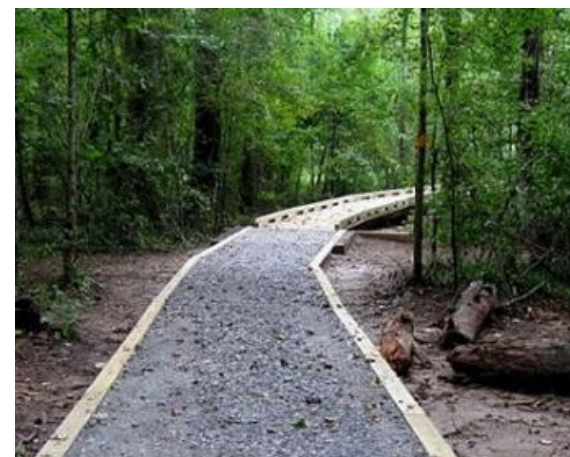


Figure 8.16a: A raised accessible trail through a lowland marsh.

Source: U.S Forest Service



Figure 8.16b: Forest Service Sign

Source: United States Department of Agriculture Forest Service



Figure 8.16c: Ozark Highlands Trail Sign

Source: arkansasoutside.com

Partnerships

The city should develop collaborative programs with educational institutions to impart awareness regarding green spaces to engage the community in conservation efforts. One opportunity for youth engagement could be to partner with local schools to establish a community garden service program. Hitchcock should collaborate with schools to design and execute educational programs and tours to raise environmental awareness.

To assist the community with funding and administration, the city should partner with various conservation groups active in the area. These groups may assist with partnering on various grants, loans, and other funding opportunities. They may also be able to connect with education resources and workshops. In addition, the conservation groups may be vital to the success and execution of the community projects.

POSSIBLE PARTNERS

Coastal Conservation Association (CCA)

After commercial overfishing along the Texas coast in 1977 caused the decline in redfish and speckled trout populations, a group of recreational fishermen created the Coastal Conservation Association to help tackle the issue of conservation. The CCA works to protect the health, habitat, and sustainability of marine resources as well as the interest of recreational anglers and their access to those resources.

Chocolate Bay Conservation Holdings LLC

In 2018, Chocolate Bay Conservation Holdings, LLC. purchased nearly 10,000 acres of land for the purpose of wetlands mitigation, which, eventually, will end up as a wildlife refuge being maintained by the Texas Parks and Wildlife and the Galveston Foundation.

Galveston Bay Foundation (GBF)

The mission of the Galveston Bay Foundation is “to conserve and enhance Galveston bay as a healthy and productive place for generations to come.” Their programs focus on advocacy, conservation, education, and research.

Highland Bayou Watershed

This is a multiyear effort to help cities, businesses, and residents identify ways to improve the quality and safety of the bayous. Communities within the Highland Bayou Coastal Basin include Texas City, La Marque,

Hitchcock, and Bayou Vista.

Scenic Galveston

Scenic Galveston was created in 1992 with the goal of “creating a high-visibility marsh preserve along the highway approach to Galveston Island.” They are community-based and are run by all volunteers, focusing on conservation. They have created incredible scenic passages along I45 leading to Galveston Island.

Texas Community Watershed Partners (TCWP)

TCWP “provides education and outreach to local governments and citizens on the impacts of land use on watershed health and water quality.” They are partnered with Texas A&M University and other universities across Texas and the country which provide Texas’ coastal communities with sustainability and resilience tools.

Texas Parks & Wildlife

Texas Parks and Wildlife works to protect, oversee, and manage wildlife and their habitats.

The Nature Conservancy of Texas

Since 1964, the Nature Conservancy of Texas has worked to protect and conserve the land and water in Texas. Their efforts range from



tackling climate change, land and water, food and water sustainability, and ensuring the health of cities around the world.

Trust for Public Land

The Trust for Public Land works to conserve the land, from neighborhood parks to national parks. Their mission is “to create parks and protect and for people, ensuring healthy, livable communities for generations to come.” They use community engagement to identify their specific needs and assets to plan a course of action. They also help the city secure funding and assist in acquiring land. Finally, they engage with communities to design and build parks that connect the community to nature.

U.S. Fish and Wildlife Service -Southwest Region

The Southwest Region includes four states, Arizona, New Mexico, Texas, and Oklahoma, 47 refuges, eight fish hatcheries, 84 Native American Tribes, and 19 Law Enforcement Offices. They work with local and state agencies, communities, tribal governments, conservation groups, and businesses to conserve, protect, and enhance fish, wildlife, and their habitats. The region administers nine state grant programs to help in conservation efforts within the region.

Ecotourism

Ecotourism is defined as “responsible travel to natural areas that conserves the environment, sustains the well-being of local people, and involves interpretation and education.”¹² The abundance of natural resources in Hitchcock can be utilized to maximize environmental and economic benefits of ecotourism industry and protect endangered and threatened species.

The City of Hitchcock should partner with conservation, educational, and recreational groups to implement ecotourism within the proposed conservation district. One potential partner is the International Ecotourism Society (TIES), a non-profit organization that aides in the development of ecotourism by providing standards, training, technical assistance, and educational resources.¹³ The city could look into developing a facility for recreation rentals (kayaks, fishing gear, bicycles, refreshments) and visitor center for ecotours. Ecotours are small interactive environmental tours led by a naturalist that have extensive knowledge of the local flora and fauna. These tours introduce travelers to the plants and animals of the region and their relationships to ecosystems.¹⁴

In meetings with the community, there were distinct interests in utilizing the wetlands and Diversionary Canal for recreational activities. Gravel turnpike trails should connect the wetland trails to the Diversionary Canal to allow for a diverse se-

lection of activities such as fishing, paddle boarding, kayaking, birding, hiking, horseback riding, and biking. None of these activities require extensive infrastructure that could be damaged by the natural water collection and flooding that often occurs in coastal wetlands.

TEXAS CITY PRAIRIE PRESERVE

Just 15 miles from Hitchcock is the Texas City Prairie Preserve (TCPP), a 2,303 acre preserve that serves the purpose of restoring and revitalizing the coastal habitat and species that are dependent on it.²⁵ In 1995 it was established by The Nature Conservancy due to Exxon Mobile donating \$2.2 million. TCPP offers volunteer programs for the community as well as outreach efforts to educate them. They offer tours and opportunities for birding but limit recreational opportunities.

CASE STUDY: SOUTH PADRE BIRDING AND NATURE CENTER

The South Padre Birding and Nature Center is an education center on the Texas Coast. Their mission is to educate the public about South Padre Island birds and their environment, along with the Laguna Madre Coastal area.

The organization overseeing center is a non-profit and was created by the Town of South Padre Island's Economic Development Corporation as a response to the desires of South Padre residents and visitors. The main emphasis is conservation and environmental awareness through their attractions, including a 3,300-foot boardwalk, five bird blinds, a five-story viewing tower, and an alligator sanctuary, and educational programs. The center provides visitors with birding opportunities, interpretive tours, and educational opportunities to learn about various species on the island.



Figure 8.17: South Padre Island

Source: spibirding.com



Figure 8.18: Nature Center Boardwalk

Source: austinchronicle.com



Adopt sustainable design practices to build community resilience

The city should encourage context sensitive development that provides a balance between built and natural environment and minimize environmental impacts. To promote redevelopment practices that minimize flood hazard risks, the city should remediate and facilitate redevelopment in brown-field areas, specifically superfund sites, with tax incentives. Similarly, compact development can limit sprawling development patterns, and the city can encourage infill development by providing an expedited review process. The planning team recommends that the city implement flood mitigation techniques in the Conservation Overlay.

The city needs to reduce impervious surface coverage in developed areas and limit future impervious surfaces. In its place, the city should promote the use of permeable pavement and other green infrastructure strategies in public and private spaces. Hitchcock should consider conducting a market survey to examine the feasibility of shared parking and propose parking minimums within the downtown district.

It is important to encourage context sensitive development that provides a balance between built and natural environment and minimize environmental impact. The Code of Ordinances could be amended to guide development away from the wetlands and allow only Low Impact Development (LID) strategies in those areas. Additionally, the city could propose Transfer of Development

Rights (TDR) encouraging the exchange of development rights from sensitive ecological areas to areas with potential of infill or redevelopment. The city could incentivize development that creates, preserves, and protects wetlands through an impact fee waiver.

Low Impact Development

Because of Hitchcock's coastal location and flood risk, the city can implement low impact development (LID) solutions to manage rainwater in a cost-effective way. Low impact development uses "green infrastructure...to manage water and create healthier urban environments. At the scale of a city or county, green infrastructure refers to the patchwork of natural areas that provide habitat, flood protection, cleaner air, and cleaner water. At the scale of a neighborhood or site, green infrastructure refers to stormwater management systems that mimic nature by soaking up and storing water" (EPA, 2015). There are several methods to integrating LID into the city. Rain gardens and permeable pavement are two important low impact development elements that help to collect rainwater, increase groundwater infiltration, and provide usable water for other vegetation.

The plan recommends the city amend the Code of Ordinances to regulate development and allow only low impact development. To plan for an efficient drainage system, the city should prepare a detailed inventory of existing storm-water drainage infrastructure. The city should develop a drainage plan to reduce flooding through storm-water

drainage maintenance. The plan recommends the city develop and implement green storm-water infrastructure to reduce storm-water runoff through water conservation and retention practices in public spaces.

BRAY'S BAYOU, HOUSTON, TEXAS

By keeping the land undeveloped and permeable to capture runoff from storms, this project will help reduce the potential for flood damage in an area that, since early history, has had significant flooding problems. Harris County's Flood Control District saw the need to purchase at-risk parcels along the banks of Bray's Bayou in order to restore the waterfront to its natural state and allow for better absorption and management of runoff water from the surrounding urban areas.



Figure 8.19: Bray's Bayou

Source: www.offcite.org

Rain Gardens - features that can be installed in any unpaved space. These are shallow, vegetated basins with the purpose of collecting and absorbing runoff from rooftops, sidewalks, and streets.

Planter Boxes - “urban rain gardens” that are built with vertical walls and open or closed bottoms which collect and absorb runoff from sidewalks, parking lots, and streets. These designs are ideal for areas with limited space as a streetscaping element.

Bioswales - vegetated, mulched, or xeriscaped areas that treat and retain as stormwater moves from one place to another. These swales slow, infiltrate, and filter stormwater. This design element is well suited for placement along streets and parking lots.

Permeable Pavement and Pavers - this type of pavements infiltrate, treat, and/or store rainwater. This can be made of pervious concrete, porous asphalt, or permeable interlocking pavers.

Bump outs - Also known as “curb extensions;” these designs protrude into a street either mid-block or at an intersection, directing stormwater into a vegetated inlet. This allows plants to be watered and water to be stored in the soil; excess water flows through to the next inlet.



Figure 8.20: Rain Gardens

Source: Department of Environmental Protection



Figure 8.21: Permeable Pavement

Source: Department of Environmental Protection



Figure 8.22: Planter Boxes

Source: American Society of Landscape Architecture



Figure 8.23: Bump outs

Source: Kentucky Waterways Alliance



Figure 8.24: Bioswales

Source: <https://www.canr.msu.edu/>



REFERENCES

- ¹ Galveston County Appraisal District Parcel Data - Halls Bayou Ranch INC alone holds just under 7,000 acres while one of the real estate companies is marketing over 3,000 acres for sale with the purpose of hunting. Halls Bayou Ranch INC has a land network for hunting of over 25,000 acres on the Texas Gulf Coast and offer other services such as dog training and tours.
- ² Galveston County Appraisal District Parcel Data
- ³ National Geographic Society. "Bayou." National Geographic Society, 9 Oct. 2012, www.nationalgeographic.org/encyclopedia/bayou/.
- ⁴ "What Is Superfund?" EPA, Environmental Protection Agency, 30 Nov. 2018, www.epa.gov/superfund/what-superfund.
- ⁵ "What Is Superfund?" EPA, Environmental Protection Agency, 30 Nov. 2018, https://www.epa.gov/sites/production/files/2015-11/documents/list-008r_archived_site_status_report_0.pdf
- ⁶ Texas Commission on Environmental Quality (2018) Superfund Sites in Galveston County. Retrieved from <https://www.tceq.texas.gov/remediation/superfund/sites/county/galveston.html>
- ⁷ County of Galveston (2018) Park Listing Retrieved from <https://www.galvestoncountytexas.gov/PS/Pages/JackBrooksPark.aspx>
- ⁸ "Economic Benefits of Parks." ConservationTools, conservationtools.org/guides/98-economic-benefits-of-parks.
- ⁹ Beckford, Nelson. "The Power of a Neighborhood Park." City Parks Alliance, 11 July 2019, cityparksalliance.org/blog/power-neighborhood-park/.
- ¹⁰ "Creating Mini-Parks for Increased Physical Activity." National Recreation and Parks Association, www.nrpa.org/contentassets/f768428a39aa4035ae55b2aaff372617/pocket-parks.pdf.
- ¹¹ Wetland Trail Design and Construction. (2007). Retrieved from <https://www.fs.fed.us/t-d/pubs/pdfpubs/pdf07232804/pdf07232804dpi300.pdf>
- ¹² What Is Ecotourism - The International Ecotourism Society. Retrieved from <https://ecotourism.org/what-is-ecotourism/>
- ¹³ SW1 Design <http://www.sw1design.com> and The Hummingfish Foundation. (n.d.). What is an Ecotour? Retrieved April 3, 2019, from <http://hummingfish.org/cbet/what-is-an-ecotour/>
- ¹⁴ Lane, I. (2014). How Children Experience Benefits from Ecotourism. Retrieved from <https://greenloons.com/2011/04/13/how-children-can-benefit-from-an-ecotourism-experience/>



HOUSING & NEIGHBORHOODS



INTRODUCTION

A city plays a vital role in ensuring that housing needs are met. This chapter addresses Hitchcock’s specific housing needs, which were expressed in community meetings and are evidenced by demographic and economic data. Recommendations focus on expanding choices for residents, connecting them to amenities, and addressing resilience in both current and future housing units in the city. The goal of this chapter is to provide the city with tools to better improve the living conditions and housing opportunities for its residents.

COMMUNITY FEEDBACK

The Hitchcock community prioritized this community feedback used as guiding principles throughout the chapter.

- Residents are proud of their tight knit community and Hitchcock is a place to call home.
- Housing needs will change with economic growth.
- Individuals and families should have better options to live close to community amenities such as parks and schools.
- Hitchcock should promote itself as an ideal retirement town.

EXISTING CONDITIONS

With an estimated population of 7,464 and a population density of 123 people per square mile, Hitchcock is the physical embodiment of “small town” Texas.¹ From 2010 to 2016, Hitchcock has

gradually become more diverse in terms of age distribution,² racial composition, and ethnic composition of its residents.³ During this time, the percentage of Hitchcock’s median household income for residents, unemployment rate, and the percentage of employed residents all increased. Despite these advancements from 2010 to 2016, Hitchcock is behind the rest of the state.

Though it has increased, median household income alone does not tell the whole story, especially when there are income disparities that translate into disproportionate poverty levels among minority racial and ethnic groups, as well as other disadvantaged groups. Income disparities affect a person’s ability to reasonably afford housing. As of 2016, the median home value in Hitchcock was \$91,000 (19.4% increase from 2010) and the median rent was \$812 (2% decrease from 2010).⁴

While the housing cost burden of homeowners with a mortgage in Galveston County and Texas decreased from 2010 to 2016 by 22.6% (to 27.3% and 24.3% respectively), the housing cost burden for homeowners in Hitchcock increased by 14.3%. Despite decreases in housing cost burden for renters as a whole, it is still significantly higher than that of homeowners with a mortgage, with 46.8% of renters in Hitchcock, 49.4% of renters in Galveston County, and 47.9% of renters in Texas paying 30% or more of their income towards housing expenses.⁵ For affordable housing availability, the most recent units that have been built are the 238 rental units that were completed in 1999 through the Low-Income Housing Tax Credit Program.

Table 9.1. Income, Unemployment, and Poverty Rates in Hitchcock, Galveston County, and Texas in 2018

	Hitchcock	Galveston County	Texas
Median Household Income	\$48,966	\$65,702	\$57,051
Unemployment Rate	5.6%	5%	4.4%
Residents in Poverty	24.8%	12%	14.7%

Source: US Census Bureau

“Let’s clean up the trash around neighborhoods”

“We want to attract more middle income and workforce housing”

Housing Types

Single-family homes are the most prominent housing types in Hitchcock. As of 2016, nearly 70% of homes in Hitchcock are detached single-unit dwellings, which closely matched the percent of single-unit homes in Galveston County (73.2%) and in Texas (68.0%). When compared to Texas and Galveston County, Hitchcock contains a higher percentage of mobile homes (9.0%) and a lower percentage of multifamily units (20.8%).⁶

Households Types

In 2016 Hitchcock had an estimated 2,768 total households, out of which 1,244 (44.9%) were married couple households. This is slightly lower than Galveston County (46.3%) and higher than Texas (39.7%). Compared to Texas and Galveston County, the rate of female householders living independently in Hitchcock was marginally higher than in Galveston and almost seven percentage points lower than in Texas (Figure 9.2).¹² Of the households in Hitchcock, 25.1% are householders living alone.

Housing Price

The median housing value of Hitchcock in 2016 was \$91,000, which is \$13,800 higher than the value in 2010.^{22 23} This is \$62,100 lower than that of Galveston County and \$47,300 lower than Texas in 2016 (Figure 9.4). The median household income of Hitchcock in 2016 is \$44,588, which is lower than Galveston County (\$63,064).⁷



Figure 9.1: Single Family Home in Hitchcock

Source: www.realtor.com



Figure 9.2: Emerald Oaks Apartments, Hitchcock

Source: www.apartmentratings.com

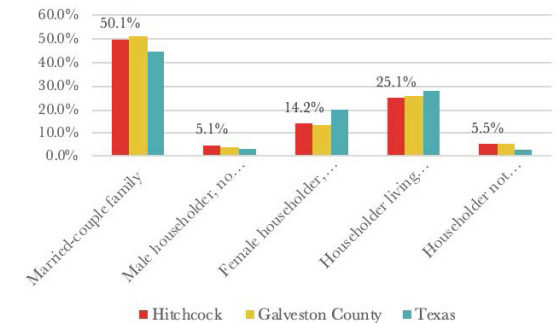


Figure 9.3: Median Housing Value, Hitchcock, TX 2016

Source: US Census Bureau, 2012-2016, Table DP04

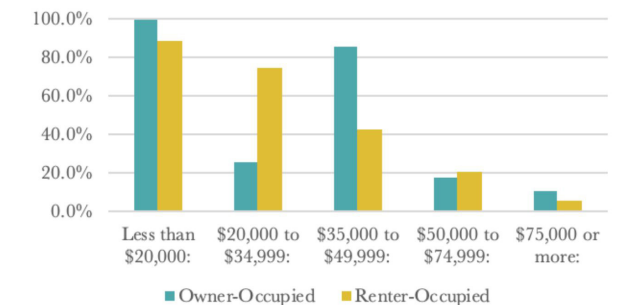


Figure 9.4: Income Spent on Owner-Occupied Housing, Hitchcock, TX 2016

Source: US Census Bureau, 2016, Table B25106



Occupancy vs Vacancy Rate

Figure 9.5 and Table 9.2 show that 14.4% of total housing units are vacant in Hitchcock, which is lower than that of Galveston County (17.4%) and higher than that of Texas (11.1%).¹⁷ The small number of total housing units available in this city makes it hard to reach exact conclusions about the implications of the vacancy rate.

Vacancy Status

The vacancy status published by the U.S. Census Bureau considers all unoccupied housing units vacant and categorizes them by the terms under which the unit may be occupied (e.g., for rent, for sale, or for seasonal use only).⁸ Vacancy Rate is calculated by taking the percentage of unoccupied housing to the total available rental units.⁹ The calculated vacancy rate in Hitchcock is lower than in Galveston County and higher than in Texas. There are 124 vacant units, making up 3.8% of total housing units in Hitchcock.¹⁰

There is a large amount of vacation housing near the gulf coast, these homes are generally occupied during popular vacation seasons. One such community is the waterfront master planned community, Harborwalk, on West Galveston Bay, which has access to the flats of the bay system and the water. The homes are unique, custom-built structures that are popular vacation homes for winter Texans and those from other parts of the state. Figure 9.6 shows 31.3% of vacant homes are seasonal homes (146 out of 466 vacant units) in Hitchcock.¹¹

Housing Projection

The housing projection for Hitchcock is based on the projected 2040 population, current average household size, and vacancy rate information. It also takes into consideration an assumed amount of future housing losses due to hazard damage, demolitions and abandonment. The projected 2040 population is 11,248¹² and the estimated average household size as of 2016 is 2.7 people.¹³ The vacant housing share in Hitchcock is 14.4% in 2016.²⁹ Based on these criteria, Hitchcock can expect to need an additional 1,633 housing units by 2040.

Table 9.2. The Number of Occupied vs. Vacant Housing Units, Hitchcock, TX 2016

	Hitchcock	Galveston County	Texas
Occupied	2768	115,685	9,289,554
Vacant	466	24,363	1,152,089
Total	3,234	140,048	10,441,643

Source: US Census Bureau, 2012-2016, Table DP04

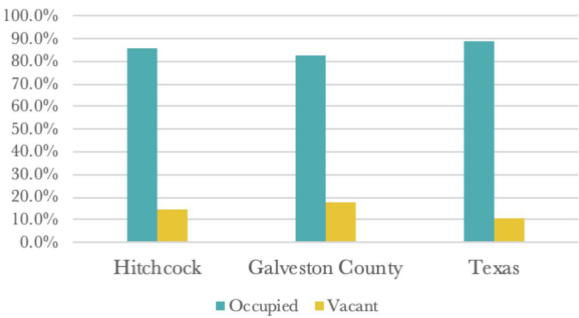


Figure 9.5: Percentage of Total Housing Units: Occupied vs. Vacant

Source: US Census Bureau, 2016, Table B25002

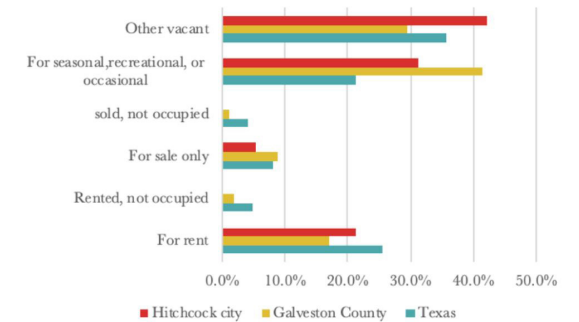


Figure 9.6: Distribution of Vacant Housing, Hitchcock
Source: US Census Bureau, 2016, Table B25004



Figure 9.7: Harborwalk Community
Source: www.zillow.com

RECOMMENDATIONS

Expand housing choices for all Hitchcock residents

Hitchcock needs to promote flexible and inclusive housing options throughout the city. To accomplish this, the city should conduct a housing needs assessment to determine current and future housing needs. A collaboration with EDC would be useful in strategizing directing efforts and investments toward mixed-income housing projects including workforce housing. Affordable land prices and tax incentives could be used to entice new development in the area. The city can create an inclusionary development policy, which requires private developers to set aside units for affordable and moderate-income households. In addition, the city can develop and maintain a database to track affordable housing demand and needs in the community.

Multifamily housing units provide more options to renters. Multifamily units can be targeted to a wide array of residents including downsizing seniors, young professionals, and those seeking a more manageable dwelling. Multifamily housing units can be incentivized by connecting developers and local non-profits to funding sources such as Housing Tax credits, Multifamily bonds, and Multifamily Direct Loans, as well as expedite the permit review process. In addition, the permit review process for multifamily housing proposals can be expedited to encourage this development.

This plan recommends accommodation of housing through infill and mixed-use buildings, which would allow for a range of housing styles including single-family detached, single-family attached, and apartment-style homes. Additional forms of housing include floor apartments, townhomes, condominiums, cottage-style homes, tiny houses, and pocket neighborhoods. The city can amend ordinances to allow the flexibility of different housing options.

OTHER POSSIBLE HOUSING TYPES

Duplexes

Duplexes are houses having separate apartments for two families, especially a two-story house having a complete apartment on each floor and two separate entrances.



Figure 9.8: Duplex

Source: Forbes

Townhomes

A townhouse is defined as residence unit with at least two floors and a shared wall with the adjacent housing unit. They do not have doors, windows or other human passage or visibility in common.



Figure 9.9: Townhomes

Source: Forbes



Floor apartments

Floor apartment is a unit that occupies the entire floor of a building. This allows residents to enjoy the feel of a single-family home without having to pay the high prices commanded by villas and bungalows.

Cottage Style Homes

Cottage style homes are small houses built with the intention of feeling like a larger home. The designs often include dining porches and breakfast alcoves, helping residents to make the most of their limited square footage.

Tiny homes

Tiny houses are units that allow simpler living in a smaller, more efficient space. The typical small or tiny house is between 100 and 400 square feet.

Accessory Dwelling Unit (ADU)

A small guest house on the same property as the main house that is equipped with full amenities. ADUs often share the backyard with the main house.



Figure 9.10: Floor apartment

Source: www.rentcafe.com



Figure 9.12: Tiny Home in Austin, TX

Source: istock



Figure 9.11: Cottage style homes

Source: www.houseplans.southernliving.com



Figure 9.13: ADUs in Houston Texas

Source: www.accessorydwelling.org¹⁴

To promote Hitchcock as an ideal retirement community, the city should pursue steps to support aging in place and foster active senior living communities. Senior living need special focus on transportation capability, ADA compliance, healthy living, access to healthcare/nutrition, and overall resiliency. Accessory Dwelling Units (ADUs) can be a convenient and affordable housing option for elderly and/or disabled persons who may want to live close to family members or caregivers, while also serving young adults entering the workforce.¹⁵ The city should amend the Code of Ordinances for the establishment of ADUs on Single Family Residential lots. Similarly, the city can also explore strategies to bring in multigenerational homes and cohousing units. Multigenerational homes include two dwellings: the main house and a separate suite with a separate entrance, living room, kitchenette, one-car garage, laundry, and private outdoor living space, and optional direct access from the main house, depending upon the family's needs. These homes can serve the older adult population with extended families with older adults. Cohousing communities include private homes with clustered living spaces. The type of living community take advantages of individual home ownership with the benefits of shared community facilities, and the sense of community. To allow flexibility, the city can modify zoning regulations to allow multiplex construction and to permit smaller older-adult housing developments to have 20 units minimum.

Age friendly communities should follow universal design and visitability standards that promote the well-being of residents. The universal design describes elements of the built environment that are intentionally designed so as to be inclusive regardless of individuals' physical limitations.¹⁶

CASE STUDY: OLDER-ADULT CO-HOUSING¹⁷

Wolf Creek Lodge is an older-adult cohousing community in Grass Valley, California for residents ranging from mid-50s to 80 years old. The community includes 30 private homes built and a 4,000-square-foot common house with shared features like group kitchen, a dining room, and laundry facilities. It has a large dedicated to open space, and it is accessible to historic downtown Grass Valley. There are many ecological design features, including passive cooling and heating, hydronic heating, green materials, maximum natural lighting and ventilation, and an extremely energy-efficient building envelope.



Figure 9.14: Wolf Creek Lodge, a cohousing community with private homes and a common house

Visitability features typically include step-free entrances, wider doorway widths, and bathrooms on the first floor of dwellings. Hitchcock should promote and encourage developers to use universal design and visitability.

PRINCIPLES OF UNIVERSAL DESIGN¹⁸

1. Equitable use: Giving all users equal access to the built and urban environments.
2. Flexibility in use: Providing design that offers a range of choices and accommodates different abilities and preferences.
3. Simple and intuitive use: Making objects and spaces usable and navigable through simple and understandable guidance or markers.
4. Perceptible information: Communicating information that is understandable to a range of sensory abilities and in a range of ambient conditions.
5. Tolerance for error: Designing to minimize hazards through accidental or unintended actions.
6. Low physical effort: Developing designs that can be used efficiently and comfortably and that cause a minimum amount of fatigue.
7. Size and shape for approach and use: Allowing for use by users with different spatial and physical needs.



CASE STUDY: ESTABLISHING ACTIVE SENIOR LIVING COMMUNITIES¹⁹

The Langford, located in College Station, TX is a nonprofit senior living community partnered with Methodist Retirement Communities. Currently, Methodist Retirement Communities serve 2,000 residents throughout Texas including the cities of College Station, Bryan, Huntsville, Lufkin, Texarkana, La Porte, and League City. The community is very unique, offering a variety of services such as assisted living, memory support, skilled nursing, and rehabilitation. The facility strives to consistently keep both health and wellness a priority among residents by offering fitness classes, outdoor activities, health education programs, and nutritious meals.



Figure 9.15: The Langford Community
Source: www.mrcthelangford.org

CASE STUDY: AFFORDABLE ACCESSORY DWELLING UNITS

Wellfleet, MA is a town with a population of 3,500 with a growing concentration of elderly residents 65 years and older. The town conducted a housing needs assessment conducted and identified that recommending the adoption of an affordable ADU program to meet both elderly and affordable housing needs. Owners have the option to rent to low- or moderate-income households. Maximum rents follow the Fair Market Rental Guidelines published by HUD and the property owners must submit annual information on rents to be charged. To encourage participation in the ADU program, Wellfleet has instituted a new affordable accessory dwelling unit loan program²⁰



Figure 9.16: The Langford Community
Source: www.mrcthelangford.org

Market development opportunities

The city should work with the Galveston County Appraisal District to retrieve and maintain data on all city parcels. Information on vacant land with utility locations of pipes and fire hydrants can be provided to real estate agents and marketed to developers to increase new housing opportunities. Further, the city should develop a streamlined application and permitting process to attract developers. The city can identify and coordinate with construction companies and market their services to be readily available for new housing construction opportunities throughout the city.

Encourage housing close to amenities

The plans urges new housing developed in close proximity to public amenities. First, the city should update the current land use and zoning maps to include civic space and parks and open spaces. The city should encourage equitable housing proposals accessible to public amenities. For example, Hitchcock can apply for the Rural Community Development Initiative Grant to fund future projects that enhance housing, community facilities, and economic development.

Improve resilience for current and future housing stock

The plan recommends that Hitchcock improves the resilience of its current and future housing stock by establishing minimum building standards for areas in special flood hazard areas, as well as encouraging the building of new housing units away from these zones. These goals can be accomplished by implementing best practices for minimum safe building standards in special flood hazard areas and amending the city code of ordinances to reflect these standards. Hitchcock should establish standards and a strict permitting processes for manufactured homes that comply with the Texas Manufactured Housing Standards Act. Additionally, the city should adopt FEMA's latest floodplain maps and follow building codes and design standards employed by other cities to combat flood risk and increase homeowner safety.

Hitchcock should connect residents to resources that will empower homeowners and renters to address current and future flood risk. The planning team recommends that the city maintain their ranking in the National Flood Insurance Program's Community Rating System.

A major concern of community members revolved around measures for flood damage prevention. FEMA identifies areas for high flood risk known as the 100-year floodplain or the Special Flood Hazard Areas (SFHAs). Special attention needs to be given to structures in SFHAs. In the event of a disaster, two tools can be used after a disaster including the Substantial Damage Estimator

(SDE) software and requesting FEMA assistance with Damage Assessments (DA). It is important to provide the community with technical training on how to keep track of an inventory of structures in SFHAs using FEMA's Substantial Damage Estimator (SDE) software. Additionally, the city should back-up through cloud storage all information and records, including housing inventory in SFHA, permit records, appraisal information, and other critical information for substantial damage on properties located in SFHAs.

SUBSTANTIAL DAMAGE²²

"The term 'substantial damage' applies to a structure in a Special Flood Hazard Area – or floodplain – for which the total cost of repairs is 50 percent or more of the structure's market value before the disaster occurred, regardless of the cause of damage." - FEMA

CASE STUDY: HARKER HEIGHTS, TX EMERGENCY MANAGEMENT²¹

Harker Heights, located north of Austin in Bell County, has a population of 26,000 and is focused on protecting each and every one of its residents from potential hazards. The city's objective of their emergency management program is "to protect public health and safety and preserve public and private property." In order to achieve that, they "have organized an emergency management program that is both integrated (employs the resources of government, organized volunteer groups, and businesses) and comprehensive (addresses mitigation, preparedness, response, and recovery)." The city prepares for all potential hazards when emergency planning. They adopted the National Incident Management System (NIMS) to provide consistent and effective management of natural or man-made disasters or terrorism.

To prepare and equip the community for any possible disaster, they do preparedness activities such as detailed emergency planning, training of emergency responders and other personnel, and conducting periodic emergency drills and exercises can improve our readiness to deal with emergency situations. Additionally, to reduce or prevent disaster-related losses, the city conducts floodplain management and fire inspections.

In the event of disasters, the city has a recovery program that involves short- and long-term efforts. They provide assistance to individuals, businesses, and to the government and other public institutions. Some of the "recovery efforts include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges."



Hitchcock should establish partnerships between local planning staff members, floodplain administrators (with GIS capabilities), county tax assessor, and the county appraisal office to develop a more streamlined process for determining market values and to assist with damage assessments. Other partnerships could be beneficial with non-profits, universities, extension programs and other non-federal partners that have the ability to collect, analyze and display spatial data quickly and that can support local mapping, planning and engagement efforts during Damage Assessments (DAs) and Substantial Damage Determination (SDD) activities.

Local officials need to be trained to maintain consistent, equitable, and defensible records in all aspects of the substantial damage evaluation process. Elected officials need to be trained on how to maintain a clear and realistic message about post-disaster mitigation options with community residents so as to not undermine substantial damage activities.

It is important that the city ensure emergency response protocols include provisions that state that GIS community planning staff, tax assessors and floodplain management administrators are present (or have direct access to) the Emergency Operations Center during disaster, so that data is more quickly shared among and across local agencies involved in the damage assessments, substantial damage determinations and long-term recovery efforts of the community.

The city should develop mutual-aid agreements (with county governments, regions, non-profit organizations and other agencies and groups) that benefit DAs and SD activities, enabling disaster mitigation and recovery. The planning team recommends that the city work with and use the FEMA Community Assistance Contact as a resource to assist with compliance of the NFIP.

SUBSTANTIAL DAMAGE ESTIMATOR (SDE)

FEMA created the SDE tool to help state and local officials estimate Substantial Damage for both residential and non-residential structures. There are several uses for the software that include assessing flood, wind, wildfire, seismic, and other natural damage. It uses “estimates of damage to individual building elements to determine whether the building as a whole has incurred Substantial Damage... depending on the type of structure and specific attributes.” Then, users can apply a “percent damaged” or “percent improved” to each building. The software was updated recently to improve the performance, data accessibility, and usability to make it easier and quicker, so communities can make timely damage determinations in order to begin rebuilding following a disaster.

Enhance existing neighborhoods

Hitchcock seeks to enhance existing neighborhoods by supporting and improving the existing housing. The city should also establish home renovation programs to get homes up to current standards. The Texas Department of Housing and Community Affairs can help with renovations through Homeowner’s Rehabilitation Assistance Program. Publicizing the codes as well as the program will help improve the implementation of the program and compliance of the code. The city should continue enforcing building codes that require the repair or demolition of substandard and dangerous structures. In future, the city may need to fund additional code enforcement officers to allow for proactive code enforcement. Hitchcock can work with USDA to assist in identifying grants and other opportunities.

Engage the community

Neighborhood task forces can be a hands on way to bring about incremental change. By designating community members as the “caretakers” of their neighborhoods, Hitchcock can work to instill civic engagement, pride and appreciation throughout the city. Some responsibilities of these task forces can range from identifying specific issues pertaining to their neighborhoods to organizing small public events. Events that can be coordinated could be street clean up, community gardening, garage sales/fundraising, friendly competitive

events, and even a local block party. Neighborhood block parties can be a low cost way to increase resident participation and connectivity. The city and the neighborhood task force can facilitate “Neighborhood Makeover” events where residents, city staff, and volunteers can clean up and maintain the overall character of the neighborhoods. The city should conduct outreach to connect residents with available federal and state financial resources that assist homeowners, renters, and developers.

Promote sustainable homes

Hitchcock should establish local community efforts to raise awareness and participation to enact a commitment to reduce, reuse and recycle. The Environmental Protection Agency (EPA) outlines some basic actions that can foster a movement toward a healthier environment and develop our neighborhoods. Some events and programs can include organizing local neighborhood recycling drives, creating a compost program at local parks, and even donation picnics. These and other community events can foster unity and encourage residents to make an impact on the overall reduction of waste, which will help in beautifying their neighborhoods. The city should foster sustainability and promote energy efficiency by incentivizing developers who utilize sustainable techniques.

- **Non Toxic Paints:** Reduce the lead based paint usage within houses by coordinating with Texas State Health Department or HUD - through the “Lead Based Paint Hazard Control” grant program.
- **Water Conservation:** Install highly efficient water fixtures in kitchen, showers, and toilet to prevent excessive usage of water.
- **Energy Efficiency:** Design new residential buildings to provide a Home Energy Rating System (HERS) score of 60 or lower. Partner with electric company and Gas Company to increase energy efficiency of homes.
- **Efficient Lighting system:** Install highly efficient light fixtures that are Energy Star Rated
- **Indoor Air Quality:** Follow ASHRAE (American Society of Heating, Refrigerating and Air-conditioning Engineers) guidelines while constructing new residential buildings to maintain indoor air quality.
- **Solar Panels:** Install solar panels to reduce energy consumption and electricity bills. Promote the Solar Investment Tax Credit (ITC) that lets homeowners deduct 30% of the total cost of the system from their federal income taxes.²³

THE HOMEOWNER REHABILITATION ASSISTANCE PROGRAM FUNDS:

1. Rehabilitation or reconstruction of owner-occupied housing on the same site
2. New Construction of site-built housing on the same site to replace an existing owner occupied Manufactured Housing Unit (MHU)
3. Replacement and relocation of existing housing located in a floodplain to a new MHU or New Construction of housing on an alternative site
4. New Construction or a new MHU to replace a housing unit that has become uninhabitable as a result of disaster or condemnation by local government
5. If allowable under the Notice of Funding Availability (NOFA), refinance of existing mortgages meeting federal requirements.

More info: <https://www.tdhca.state.tx.us/home-division/hra.htm>



REFERENCES

- ¹ Texas Water Development Board (2016, May 19). “2017 Texas State Water Plan.” 2017 Texas State Water Plan. Retrieved from <https://2017.texas-statewaterplan.org/statewide>.
- ² U.S. Census Bureau (2016). Table S0101: Age and sex. 2012-2016 American Community Survey 5-Year Estimates. Retrieved from https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S0101/1600000US4834220
- ³ U.S. Census Bureau (2016). Table DP05: ACS demographic and housing estimates. 2012-2016 American Community Survey 5-Year Estimates. Retrieved from https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/DP05/1600000US4834220
- ⁴ U.S. Census Bureau (2016). Table DP04: Selected Housing Characteristics. 2012-2016 American Community Survey 5-Year Estimates. Retrieved from https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/DP04/0400000US48|0500000US48167|1600000US4834220
- ⁵ Ibid
- ⁶ LEHD Origin-Destination Employment Statistics (LODES) Dataset Structure report
- ⁷ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates, Table S1901- Income in the past 12 months. Retrieved from https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/S1901/0400000US48|0500000US48167|1600000US4834220
- ⁸ United States Census Bureau https://factfinder.census.gov/help/en/vacancy_status.htm
- ⁹ Chen James, (2019) Investopedia: Vacancy Rate. Retrieved from <https://www.investopedia.com/terms/v/vacancy-rate.asp>
- ¹⁰ U.S. Department of Homeland Security. Hurricane Evacuation Routes. Retrieved from <https://catalog.data.gov/dataset/hurricane-evacuation-routes-ac5c5>
- ¹¹ United States Census Bureau, ACS 5-Year Estimates, 2016, table b25004, vacancy status, https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/B25004/0400000US48|0500000US48167|1600000US4834220
- ¹² United States Census Bureau, ACS 5-Year Estimates, 2010, Table DP04, Selected Housing Characteristics https://factfinder.census.gov/bkmk/table/1.0/en/ACS/10_5YR/DP04/0400000US48|0500000US48167|1600000US4834220
- ¹³ Average Household Size of Occupied Housing Units by Tenure: Occupied housing units, 2012-2016 American Community Survey 5-Year Estimates. Retrieved from https://factfinder.census.gov/bkmk/table/1.0/en/ACS/16_5YR/B25010/0400000US48|0500000US48167|1600000US4834220
- ¹⁴ Accessory Dwellings (2018) Al & Shannon Elizondo’s ADU: A Houston Carriage House. Retrieved from <https://accessorydwellings.org/2016/11/18/al-shannon-elizondos-adu-a-houston-carriage-house/>
- ¹⁵ Atlanta Regional Commission, Accessory Dwelling Units, August 2007, http://www.atlantaregional.com/documents/Accessory_Dwelling_Units_.pdf.
- ¹⁶ American Planning Association PAS Report 579 <https://planning-org-uploaded-media.s3.amazonaws.com/publication/online/PAS-Report-579.pdf>
- ¹⁷ Preiser, Wolfgang F.E. 2007. “The Seven Principles of Universal Design into Planning Practice.” In *Universal Design and Visitability: From Accessibility to Zoning*, edited by Jack Nasar and Jennifer Evans-Cowley, 11–30. Columbus, Ohio: The John Glenn School of Public Affairs
- ¹⁸ American Planning Association PAS Report 579 <https://planning-org-uploaded-media.s3.amazonaws.com/publication/online/PAS-Report-579.pdf>
- ¹⁹ The Langford (2019). About Senior Living at Langford. Retrieved from <https://www.mrcthelangford.org/about/>
- ²⁰ Town of Wellfleet, Affordable Accessory Dwelling Unit Program, http://www.wellfleetma.org/Public_Documents/WellfleetMA_WebDocs/AADU.pdf.
- ²¹ The City of Harker Heights website (2018) About Emergency Management. Retrieved from <http://www.ci.harker-heights.tx.us/index.php/emergency-management>
- ²² FEMA website (2018) What does substantial damage mean. Retrieved from <https://www.fema.gov/news-release/2018/08/03/what-does-substantial-damage-mean>
- ²³ Sunrun. “Texas Solar Incentives, Tax Credits & Rebates.” Sunrun, Sunrun, 20 Aug. 2019, www.sunrun.com/solar-by-state/tx/texas-solar-incentives-tax-credits-and-rebates.



IMPLEMENTATION



PRIORITIZE & IMPLEMENT

Hitchcock's vision statement is: *"The City of Hitchcock is an inclusive and resilient community, which takes pride in its cultural heritage, while fostering a high quality of life and sustainable economic growth."*

The Comprehensive Plan and its goals, objectives, and action items are a reflection of that vision. In order to fulfill that promise to the community, implementation must be a thoughtful, organized process. These strategies and policies are meant to align with the needs, opportunities, and existing initiatives.

The items in this chapter are not just a list of 'to-dos', they are an outline for the process that requires various leaders and coordination within the community to achieve the goals and objectives to make the community the best it can be.

The Comprehensive Plan is meant to be a 'living document' that is visited regularly. The Implementation Table specifies recommended policy changes, goals, objectives and actions, along with an annotated timeline with responsible parties involved. It also identifies potential opportunities to finance implementation of actions or projects, outlining potential grant opportunities. Comprehensive Plans are living documents that need ongoing evaluation and monitoring to ensure the relevance and effectiveness for the city.

An Implementation-focused meeting took place on June 26, 2019 and included a discussion on the implementation steps, responsible parties, and timeline. During this meeting, the task force broke up into groups to go through the implementation of goals, objectives, and action items.

PLAN MAINTENANCE

Stakeholders and those responsible for certain action items should continue to ensure that their action items are being fulfilled in order to continue to be an asset to the community's needs. The city can amend the Comprehensive Plan in order to respond to changes in conditions or needs of the community, to improve or clarify content, or to incorporate other documents or plans. To help evaluate Hitchcock's progress, an agreed-upon time frame is needed. The Implementation Table contains information regarding the suggested time frame for each of the Action Steps, separated into four categories:

1. Short-term: 0 - 5 years
2. Medium-term: 5 - 10 years
3. Long-term: 10 - 20 years
4. Continuous ("On-going")

ACTION LEADERS

To achieve the goal of building a better Hitchcock community, the following is a list of presumable action leaders corresponding to certain action items. This would help Hitchcock authorities to maintain transparency and create consistency across all associated departments and organizations.

Entities are classified as follows:

CS: City staff, courts, administration, secretary, human resources, and finance
 BUS: Businesses and stakeholders
 CC: City Council
 CE: Code Enforcement
 COU: County
 FD: Fire Departments
 HS: Housing
 ISD: School Districts
 PB: Planning Board
 PD: Police Departments
 PO: Property Owner
 PR: Parks and Recreation
 PW: Public Works
 UT: Utilities
 HEDC: Hitchcock Economic Development Corporation
 HCOC: Hitchcock Chamber of Commerce

ACTION TYPE

Capital Project Program: The Capital Project Action Type means there will be a significant investment in order to achieve the action item. These are projects that help maintain or improve a city asset. Capital projects should be included in the capital improvement program (CIP) and should include infrastructure, drainage improvements, parks facilities, public buildings, etc.

Regulation or Standard: Regulations or standards refer to the local policies that can be adopted as a part of development regulations and other County and City standards.

Partnership or Collaboration: Action steps that require additional partners or coordination with other agencies, organizations, or companies. Developing relationships with other partners within the community and surrounding communities will yield more connections and resilience.

More Targeted Planning: This Action Type refers to actions that are related to additional studies, plans, reports, etc. Typically these studies are needed for a more detailed analysis of conditions or more specific solutions.



Land Use		Timeframe				Action Leaders	Funding
Objective	Action	Ongoing	Short-term	Mid-term	Long-term		
Goal 3.1 Encourage a cohesive and diverse range of land uses across Hitchcock.							
Objective 3.1.1 Maintain updated current land use map and ensure the map reflects existing land uses.	Action 3.1.1.1 Expand land use categories to include categories such as open space and civic space.		x			CS	Tax Increment Financing (TIF) or Tax Increment Reinvestment Zone (TIRZ)
	Action 3.1.1.2 Revise current land use map to reflect these new land use categories.		x			CS	Building Blocks for Sustainable Communities
	Action 3.1.1.3 Ensure land use maps are updated as changes occur.	x				CS	
Objective 3.1.2 Ensure zoning and development standards align with the future land use map and move towards the vision of the community.	Action 3.1.2.1 Use geographic information systems software to ensure the current zoning map reflects existing land uses.	x				CS	
	Action 3.1.2.2 Expand zoning categories to include categories such as open space and civic space in the city's zoning map.		x			CS; PB	Building Blocks for Sustainable Communities
	Action 3.1.2.3 Update zoning map as changes occur to accurately reflect the current zoning of parcels in Hitchcock.	x				CS; PB	Community Development Block Grants (CDBG)
	Action 3.1.2.4 Amend Chapter 156 Zoning Regulations in the city code of ordinances to add civic, open space, and other new land use categories as zoning districts.		x			CS; PB	Community Development Block Grants (CDBG)
	Action 3.1.2.5 Research and revise Chapter 156 Zoning Regulations in the code of ordinances to better clarify allowable uses within each zoning category, reducing overlap between districts.		x			CS; PB	
	Action 3.1.2.6 Revise Chapter 150 Building Regulations within the Hitchcock Code of Ordinances to include development standards that reflect best practices in building safety and design.		x			CS; PB	FEMA Flood Mitigation Assistance (FMA) Grants
	Action 3.1.2.7 Consider adopting a Unified Development Code in order to group development regulations and standards in one place for public access.		x			CS; PB	Building Blocks for Sustainable Communities
	Action 3.1.2.8 Incorporate mixed-use zoning into the Code of Ordinances to diversify land use and development opportunities.	x				CS, CC, PB	
Goal 3.2 Encourage sustainable, compact growth patterns.							
Objective 3.2.1 Prioritize the preservation of natural resources, areas, and habitats.	Action 3.2.1.1 Incorporate open space designations into current and future city zoning processes.		x			CS	Business Improvement Districts
	Action 3.2.1.2 Create and add a conservation overlay district to the city's zoning map.			x		CS; PB	
Objective 3.2.2 Promote compact land use patterns by incentivizing infill development.	Action 3.2.2.1 Offer an expedited the permit review process for infill development proposals.	x				CS	Smart Growth Implementation Assistance (SGIA) program

Land Use		Timeframe				Action Leaders	Funding
Objective	Action	Ongoing	Short-term	Mid-term	Long-term		
Objective 3.2.3. Implement low-impact development techniques to manage stormwater runoff.	Action 3.2.3.1. Evaluate and improve water and sewer system according to Low Impact Development (LID) and Green Infrastructure (GI) standards.			x		CS, CC, PB	Colonia Funds (Rural)- Colonia Planning Fund, Colonia Funds (Rural)- Colonia Construction Fund, Community Development Fund (Rural)
Goal 3.3 Accommodate future physical growth.							
Objective 3.3.1 Create a 5-year capital improvement plan to ensure funds are available for future infrastructure.	Action 3.3.1.1 Establish a lead capital improvement team or department within city staff and create a timeline for the planning process.		x			CS; CC	Building Blocks for Sustainable Communities, Regional Resilience Toolkit
	Action 3.3.1.2 Identify stakeholders and conduct outreach.		x			CS	Industrial Revenue Bonds
	Action 3.3.1.3 Accept and review project proposals with established standards for approval.		x			CS	
	Action 3.3.1.4 Prepare and adopt the capital improvement plan, matching it with the city's overall budget.		x			CS; CC	
Objective 3.3.2 Consider the establishment of impact fees in order to accommodate the additional demand put on existing infrastructure by new development.	Action 3.3.2.1 Research and consider impact fees for development outside of the established area, especially near sensitive ecological systems that fall within and outside of the conservation overlay.	x				CS	Texas Capital Fund (Rural)- Infrastructure/ Real Estate Development Programs



Transportation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 4.1 Provide a safe and equitable transportation network for all users of the Hitchcock transportation system.							
Objective 4.1.1 Conduct a roadway inventory assessment and establish a maintenance schedule.	Action 4.1.1.1 Appoint responsibility for the maintenance schedule to a staff member.		x			CS	Better Utilizing Investments to Leverage Development (BUILD)
	Action 4.1.1.2 Create an inventory of current citywide transportation conditions.			x		CS	Better Utilizing Investments to Leverage Development (BUILD)
	Action 4.1.1.3 Hold annual workgroup meetings to keep the inventory up to date.	x				CS	
Objective 4.1.2 Evaluate speed limits across the city to serve various users and different modes.	Action 4.1.2.1 Retain professionals to conduct necessary studies to assess the speed limits along SH 6, FM 2004, and other major roads.		x			CS	Surface Transportation Block Grant Program (STBG)
	Action 4.1.2.2 Coordinate with state and regional agencies to perform changes needed.		x			CS	
Objective 4.1.3 Incorporate traffic calming measures along specific major corridors and intersections.	Action 4.1.3.1 Identify high crash frequency locations.		x			CS	The Highway Safety Improvement Program (HSIP)
	Action 4.1.3.2 Retain professionals to study the feasibility and perform necessary studies and design for different traffic calming elements.		x			CS	Surface Transportation Block Grant Program (STBG)
	Action 4.1.3.3 Create traffic calming devices to reduce speed on FM 2004 around the high school.		x			CS	Surface Transportation Block Grant Program (STBG), The Highway Safety Improvement Program (HSIP)
Objective 4.1.4 Improve the existing local street conditions.	Action 4.1.4.1 Organize a local task force focused on transportation-related matters.	x				CS; PB; CC	
	Action 4.1.4.2 Maintain an annual inventory of mobility and accessibility issues and prioritize them.		x			CS	
	Action 4.1.4.3 Install traffic lights for FM 2004 and FM 646 intersection.		x			CS	Surface Transportation Block Grant Program (STBG), The Highway Safety Improvement Program (HSIP)
Objective 4.1.5 Improve access management on major streets.	Action 4.1.5.1 Retain professionals to conduct access management studies on SH 6, FM 2004, and IH 45.			x		CS	
	Action 4.1.5.2 Perform access management improvements on SH 6, FM 2004, and IH 45.			x		CS	
Objective 4.1.6 Improve transportation design guidelines.	Action 4.1.6.1 Conduct research on existing grants, resources and partnerships that can assist in the development of transportation design guidelines.		x			CS	Better Utilizing Investments to Leverage Development (BUILD), Tax Increment Financing (TIF)
	Action 4.1.6.2 Appoint staff to apply for grants, and memberships applicable to design guidelines.		x			PB; CC	
	Action 4.1.6.3 Retain professionals to create transportation design guidelines specific to the city of Hitchcock.			x		CS	
	Action 4.1.6.4 Implement and maintain transportation design guidelines.	x				CS	
Goal 4.2 Improve mobility of Hitchcock residents to the greater metropolitan area.							

Transportation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 4.3.2 Improve existing sidewalk conditions.	Action 4.3.2.3 Prioritize improvements needed along existing roads, taking into consideration routes to school, existing infrastructure, desired paths, economic development and considerations specific to Hitchcock.		x			CS	Safe Routes To School, Walk Friendly Community (WFC)
	Action 4.3.2.4 Create a continuous sidewalk along SH 6 between FM 2004 and Wayne Johnson Ave.				x	CS, TXDOT	Walk Friendly Community (WFC)
	Action 4.3.2.5 Improve the sidewalks along FM 2004, connecting Hitchcock ISD Head Start, the Primary School, and High School.				x	CS, TXDOT	Safe Routes To School, Walk Friendly Community (WFC)
	Action 4.3.2.6 Implement pedestrian crossing improvements at the intersections of SH 6 and FM 2004 and SH 6 and Main St.			x		CS, TXDOT	Walk Friendly Community (WFC)
Objective 4.3.3 Implement techniques to ensure bicycle safety.	Action 4.3.3.1 Create a network of shared-lane roads connecting points of interest such as the library, high school, Stewart Elementary School, Joe Moore Park, and the proposed downtown area.					CS	Safe Routes To School
Objective 4.3.4 Identify trails and recreational facilities along waterways and open space.	Action 4.3.4.1 Develop a plan that includes potential trails along the canal, wetlands, and other natural assets in the city.				x	CS	Recreation Grants, The Texas Parks and Wildlife Department (TPWD) Grants and Assistance
	Action 4.3.4.2 Consider implementing the US Forestry Department's design recommendations for trails and boardwalks.	x				CS, PR	
	Action 4.3.4.3 Create a trail network that limits the disruption of the natural environment		x			CS, PR	Recreational Trails Program (RTP), National Trails Training Partnership, Recreation Grants, Rivers, Trails and Conservation Assistance (15.921)
Objective 4.3.5 Improve transit service.	Action 4.3.5.1 Encourage regional transit providers to include Hitchcock in transit routes.	x				CS	Capital Investment Grants (CIG) Program, Discretionary Bus and Bus Facilities State of Good Repair Initiative, Grants for Buses and Bus Facilities Formula Program, Grants for Rural Areas to Support Public Transportation- 5311
	Action 4.3.5.2 Monitor population trends and travel needs of citizens.					CS	
	Action 4.3.5.3 Establish partnerships with local and regional groups concerned with improving conditions for the elderly and people with disabilities.	x				CS	Enhanced Mobility of Seniors & Individuals with Disabilities
	Action 4.3.5.4 Strengthen park-and-ride options for Hitchcock.		x			CS	
	Action 4.3.5.5 Identify options for paratransit service for non-emergency trips to health providers.				x	CS	Better Utilizing Investments to Leverage Development (BUILD)
	Action 4.3.5.6 Perform studies to establish needs and gather data to use when applying for grants and other kinds of aid to expand services, purchase vehicles, and assist in operational expenses.	x				CS	



Transportation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
	Action 4.3.5.7 Consider establishing a partnership Transportation Network Companies (TNC), ride-sharing companies.	x				CS	
Objective 4.3.6 Create a transportation network maintenance plan.	Action 4.3.6.1 Conduct an inventory of all transportation facilities to document travel way, shoulder, roadside, sidewalks, pedestrian and bike lanes, lighting, drainage, and traffic operation.	x				CS	
	Action 4.3.6.2 Conduct an inventory analysis of the conditions of all roads and facilities in the city.	x				CS	
	Action 4.3.6.3 Identify maintenance priorities and methods based on condition and funding.	x				CS	

Community Facilities		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 5.1 Promote Healthy Lifestyles for Hitchcock residents of all ages.							
Objective 5.1.1. Invest in youth sports and engagement programs to promote unity and encourage healthy, active lifestyles	Action 5.1.1.1. Provide programs and workshops that educate youth and their families about how to have healthy lifestyles, both physically and mentally.	x				CS, HISC	Farm to School Grant Program, Farmers Market Promotion Program
	Action 5.1.1.2. Incorporate healthy living programs and workshops into the Hitchcock ISD curriculum.	x				CS, HISC	Breakfast Grants, Game on Grants, Parents for Healthy Kids Grants
	Action 5.1.1.3 Invest in youth sports programs to promote its community and encourage healthy, active lifestyles beginning at a young age.	x				CS, HISC	Recreation Grants, Game on Grants
Objective 5.1.2. Provide equal access to healthcare services to all residents.	Action 5.1.2.1. Consider creating a healthcare carpool program by partnering with an existing shuttle service company to transport patients to healthcare facilities in and around Hitchcock.	x				CS	Rural Health Network Development Planning Program
	Action 5.1.2.2 Partner with the Mobile Healthcare Association (MHA) to bring a mobile health clinic to Hitchcock.		x			CS	Rural LISC - Community Facilities Fund, Robert Wood Johnson Foundation Pioneering Ideas Brief Proposals
	Action 5.1.2.3 Consider exploring strategies to establish a micro-hospital.				x	CS	Robert Wood Johnson Foundation Pioneering Ideas Brief Proposals
	Action 5.1.2.4. Apply for grants through the Texas Disability Grant to help fund handicap accessible vans for residents.	x				CS	Texas Disability Grants
	Action 5.1.2.5. Consider partnering home health services organizations and a senior care company for elderly and disabled residents.	x				CS	Rural LISC - Community Facilities Fund
Objective 5.1.3. Address the "food desert" issue and provide access to healthy, affordable food.	Action 5.1.3.1. Establish a community garden or farmers market to educate the community about clean foods and promote local farms and vendors.	x				CS	Farmers Market Promotion Program, Annies Grants for Funding
	Action 5.1.3.2. Explore partnerships, mentorships, and advisors to aid in educating the community about healthy eating.	x				CS	Walmart Foundation Community Grant Program
	Action 5.1.3.3 Partner with existing convenience store to expand access to healthy food				x	CS	Farmers Market Promotion Program,
	Action 5.1.3.4. Consider partnering with nonprofit organizations (Supplemental Nutrition Assistance Program (SNAP)) or food banks.	x				CS	SNAP
	Action 5.1.3.5 Explore different grocery store ownership models to implement in the city.				x	CS, HEDC	CDBG
Goal 5.2 Provide equitable access to community services and facilities.							



Community Facilities		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 5.2.1 Ensure there is sufficient police and fire protection for current residents	Action 5.2.1.1 Routinely monitor necessary increases in staff and/or related resources, such as police cars and fire engines, to meet the needs of residents.				x	CC; CS	Fire, Ambulance, and Service Truck (FAST) Fund, Assistance to Firefighters Grants (AFG)
	Action 5.2.1.2 Provide training and support resources for all emergency personnel.	x				CS, FD, PD	Assistance to Firefighters Grants (AFG) , FAST Fund
Objective 5.2.2 Define standards for adequate response/service levels for community facilities and service, such as the following 1. Municipal department in the government; 2. Police station and fire protection; 3. Utilities/infrastructure and solid waste management.	Objective 5.2.1 Ensure there is a proper location, design, and maintenance of government infrastructure system including water and sewer systems, fire station, etc.	x				CS	Colonia Funds (Rural)- Colonia Planning Fund, Colonia Funds (Rural)- Colonia Construction Fund, Urgent Need Fund, Disaster Relief Fund
	Action 5.2.3.2 Routinely check the government infrastructure system and ensure they are prepared to deal with emergency cases.				x	CC; CS	Assistance to Firefighters Grants (AFG) , Urgent Need Fund, Hazard Mitigation, Pre-Disaster Mitigation Program
	Action 5.2.3.3 Conduct regular inspections and street sweeping to minimize pollutants and waste entering stormwater drainage system.				x	CC; CS	Community Development Fund (Rural), Texas Capital Fund (Rural)
Objective 5.2.3 Assess all public facilities to ensure they are safe, structurally sound, and available for use or rental.	Action 5.2.3.1 Inspect all municipally owned structures to ensure structural stability and safety for users every month.				x	CC; CS	Community Facilities Direct Loan & Grant Program, Community Facilities Direct Loan & Grant Program, Grants to USA Libraries, Agencies, Schools, and Nonprofits for Rural Library Improvements, Urgent Need Fund
Goal 5.3 Promote use of facilities as community gathering places for educational and social events.							
Objective 5.3.1 Create a community center to provide a meeting place and educational area for residents.	Action 5.3.1.1 Provide space for community activities such as vocational programs, holiday activities, etc.		x			CC; CS; PB	Event Trust Funds Program, Humanities Texas Grants
	Action 5.3.1.2 Provide information to community residents through the city government website, newspapers, etc.		x			CC; CS	Texas Reads Grants, Texas Treasures Grants
	Action 5.3.1.3 Develop public-private partnerships with organizations and entities for a more financially sustainable funding model and program a variety of events and activities.	x				CS, HEDC	Rural Health Network Development Planning Program
	Action 5.3.1.4 Partner with the school district and continue relationship with Head Start program to promote the use of after school programs and extracurricular activities.	x				CS, HISD	Head Start

Economic Development		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 6.1 Promote a more diverse and resilient economy for residents of the city.							
Objective 6.1.1 Promote local businesses.	Action 6.1.1.1 Start a business recognition program to highlight places that represent city values and have positive economic and cultural impacts in the city.		x			HEDC; HCOC	Small Business Administration Loan programs
	Action 6.1.1.2 Encourage city departments to purchase and contract with local businesses.	x				PB; CC	
	Action 6.1.1.3 Provide tax incentives to help launch businesses owned by women and historically underrepresented populations.	x				HEDC	Community Advantage Program
	Action 6.1.1.4 Promote local vendors and producers at local events.	x				CC; HEDC	Event Trust Funds Program, Farmers Market Promotion Program
	Action 6.1.1.5 Encourage local businesses to engage, participate and assist in local events	x				HEDC; HCOC	Small Business Administration Loan programs
	Action 6.1.1.6 Establish a program similar to <i>Stay Classy Texas City</i> to promote local businesses and encourage community beautification.		x			HEDC; HCOC	
Objective 6.1.2 Create more jobs for residents of Hitchcock by attracting more employers.	Action 6.1.2.1 Continue partnerships with local financial institutions to promote the opening of more businesses in the city.	x				HEDC	Small Business Administration Loan programs, Community Advantage Program
	Action 6.1.2.2 Expand Business Retention & Expansion program to better accommodate local needs.			x		HEDC	
	Action 6.1.2.3 Promote Business Retention & Expansion program among local citizens by employing social media, radio, and other means of communication.			x		HEDC; CS	
	Action 6.1.2.4 Develop and implement a small business incubator program to encourage the establishment of new businesses.		x			HEDC; CS	
Objective 6.1.3. Support economic growth by strengthening partnerships	Action 6.1.3.1. Create a consolidated local business association dedicated to uplifting its members.		x			HEDC; CS	
	Action 6.1.3.2. Continue to partner with the Economic Development Corporation to retain local businesses and create a positive business environment. (Business Retention and Expansion (BRE) program)	x				HEDC; CS	
	Action 6.1.3.3. Support and partner with the Chamber of Commerce on their economic development activities.	x				HEDC; CS	
	Action 6.1.3.4. Establish partnerships with organizations that can provide proper education and guidance on the matter of handling small businesses. (Galveston County Small Business Development Center (GC SBDC), Small Business Administration (SBA) Houston District Office, Texas Center for Rural Entrepreneurship (TRCE)))	x				HEDC; CS	Jobs & Education for Texans (JET) Grant Program, Skills for Small Business
	Action 6.1.4.1 Establish a taskforce made of stakeholders that can assist in guiding the growth of the corridor and promote the corridor plan.		x			PB; CC	



Economic Development		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 6.1.4 Create a corridor plan along FM 2004.	Action 6.1.4.2 Provide tax incentives for businesses redeemed adequate for area.	x				HEDC	
	Action 6.1.4.3 Create an inventory of all available infrastructure and the existing regulations along FM 2004.		x			HEDC	
	Action 6.1.4.4 Promote Industrial growth in areas designated along FM 2004 by developing a virtual industrial park as an online tool with information on available properties, infrastructure and incentives.		x			CS	
	Action 6.1.4.5 Create and implement a marketing strategy to bring awareness to promote available industrial properties within the FM 2004 Corridor, FTZ, and Opportunity Zones.		x			HEDC	Business Improvement Districts
Objective 6.1.5. Promote development taking advantage of Foreign Trade Zone.	Action 6.1.5.1 Examine current Foreign Trade Zone to determine how it compares with other FTZs in the region.		x			CS; HEDC	SBA Export Express Loan, SBA International Trade Loan, SBA Working Capital Program
	Action 6.1.5.2 Meet with different stakeholders to develop a plan to strategize development in Foreign Trade Zone.		x			CS; HEDC	SBA Export Express Loan, SBA International Trade Loan, SBA Working Capital Program
	Action 6.1.5.3 Promote development in Foreign Trade Zone.	x				HEDC	SBA Export Express Loan, SBA International Trade Loan, SBA Working Capital Program
Objective 6.1.6. Strategic growth in the Opportunity Zone of the city.	Action 6.1.6.1 Investigate best practices to take advantage of the Opportunity Zone.		x			CS	
	Action 6.1.6.2 Seek partnerships with cities and towns with Opportunity Zones to learn from their successes.	x				CS; HEDC	
	Action 6.1.6.3 Seek businesses and developers well-fit to take advantage of the incentives offered by the Opportunity Zone initiative.	x				CS	
	Action 6.1.6.4 Develop a plan to strategize development in Opportunity Zone; ensure strategies are regulated to protect businesses from flood hazards.			x		CS; CC; PB	
Goal 6.2 Develop and support a skilled and competitive workforce.							
Objective 6.2.1 Provide job search assistance.	Action 6.2.1.1 Collaborate with neighboring cities, H-GAC, and state level agencies and organizations to provide workshops to the job seekers.	x				HEDC	
	Action 6.2.1.2 Continue to work with Texas Workforce Solutions to identify job training opportunities.	x				HEDC	High Demand Job Training Program
	Action 6.2.2.1 Establish a vocational program for residents by 2021.		x			HEDC; HCOC	Jobs & Education for Texans (JET) Grant Program, The Texas Workforce Commission's Skill Development Program

Economic Development		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 6.2.2 Create and promote new professional development programs.	Action 6.2.2.2 Provide high quality professional programs such as auto mechanic training and people can get a certificate when they finish the required courses.		x			HEDC	The Trade Adjustment Assistance Community College and Career Training (TAACCCT) Grant Program, Rural Business Development Grants, The Texas Workforce Commission's Skill Development Program
	Action 6.2.2.3 Continue partnership with College of the Mainland.	x				CS	
Objective 6.2.3 Connect young people to job opportunities.	Action 6.2.3.1 Seek partnerships with businesses and individuals to create networking and career finding opportunities such as local career fairs, seminars, workshops, and other events.	x				CS; HEDC	Rural Business Development Grants, Skills for Small Business
	Action 6.2.3.2 Assist career finding opportunities such as local career fairs, seminars, workshops, and other events by allowing the use of existing local facilities and resources.	x				HEDC; CS	Skills for Small Business
	Action 6.2.3.3 Advocate for networking opportunities that connect employers and local citizens.			x		HEDC; CS	Rural Business Development Grants
	Action 6.2.3.4 Promote business owners to participate in career fairs and other local opportunities.	x				HEDC; CS	Rural Business Development Grants
	Action 6.2.3.5 Partner with Hitchcock ISD to encourage students to participate in career fairs and other local opportunities.	x				HEDC; CS	The Texas Workforce Commission's Skill Development Program
	Action 6.2.3.6 Develop a Youth Workforce Development Program and connect youth to skills development and career opportunities.			x		HEDC	
Goal 6.3 Create an economically vibrant downtown for Hitchcock where local business can thrive and cultural activities can occur.							
Objective 6.3.1 Establish a community-based vision for downtown.	Action 6.3.1.1 Create a downtown task force to help guide downtown revitalization efforts.		x			CC; CS	Business Improvement Districts, Certified Local Government Grants (CLG)
	Action 6.3.1.2 Ensure participation from diverse individuals representative of the community.	x				CS	
	Action 6.3.1.3 Seek partnerships with organizations and agencies that can offer aid and guidance in the planning and development of the downtown vision.		x			CS; HEDC	Community Development Block Grant (CDBG)
	Action 6.3.1.4 Delimit a downtown district by incorporating input from community members and different stakeholders.		x			CC; PB	
	Action 6.3.1.5 Leverage existing community assets that to anchor growth and develop a vision unique to Hitchcock and its people.		x			CC	
	Action 6.3.1.6 Conduct a market analysis to help develop a realistic vision.			x		CC; HEDC	Certified Local Government Grants (CLG)
	Action 6.3.1.7 Draft a community-based vision for downtown that represents the values of the community, promotes the city and guide future efforts.			x		CC; HCOC	Certified Local Government Grants (CLG)



Economic Development		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
	Action 6.3.1.8 Create a plan to strategize steps towards the realization of the downtown vision.			x		CC; PB	Federal Historic Preservation Tax Incentives, Community Restoration and Resiliency Fund, Texas Capital Fund (Rural)- Main Street/ Downtown Revitalization Programs, HOPE VI Main Street Program
Objective 6.3.2 Create and implement design standards for development in the downtown area.	Action 6.3.2.1 Create a Downtown Zoning Overlay that encompasses the area delimited as downtown by the community.		x			PB; CC	Federal Historic Preservation Tax Incentives, Community Restoration and Resiliency Fund, Texas Capital Fund (Rural)- Main Street/ Downtown Revitalization Programs, HOPE VI Main Street Program
	Action 6.3.2.2 Identify funding sources to be accessed and used for the planning, development, and implementation of the design standards.	x				HEDC; CS	Community Facilities Direct Loan & Grant Program, Community Restoration and Resiliency Fund
	Action 6.3.2.3 Seek organizations and agencies that could provide assistance or guidance in the development of design guidelines.	x				HEDC; CS; HCOC.	
	Action 6.3.2.4 Create design guidelines that improve the area and reflect the community-based vision for downtown.		x			CS	
	Action 6.3.2.5 Reach to different members of the community and different stakeholders to ensure the downtown plan reflects the values and ideals of the community.	x				CS; HEDC; HCOC	
	Action 6.3.2.6 Adopt design guidelines appropriate for the area.		x			PB; CC; CS	
Objective 6.3.3 Improve conditions in Downtown Hitchcock.	Action 6.3.3.1 Identify streetscape guidelines that could be beneficial for use in Hitchcock.			x		CC; PB; CS; HEDC	Better Utilizing Investments to Leverage Development (BUILD)
	Action 6.3.3.2 Incorporate streetscape guidelines into the planning process of future downtown development.			x		CS; HEDC; HCOC	Better Utilizing Investments to Leverage Development (BUILD), Community Restoration and Resiliency Fund
	Action 6.3.3.3 Prioritize the construction of sidewalks connecting the different amenities of Downtown.		x			CS	Community Development Block Grant
	Action 6.3.3.4 Incentivize businesses to improve the appearance of building facades and landscaping in the downtown area.	x				HEDC	Tax Increment Financing (TIF) or Tax Increment Reinvestment Zone (TIRZ), Community Restoration and Resiliency Fund
	Action 6.3.3.5 Incorporate street furniture, such as benches and chairs.		x			CS	Better Utilizing Investments to Leverage Development (BUILD)
	Action 6.3.3.6 Incorporate murals and other public art that promote Hitchcock and represent the community.	x				CS; HEDC; HCOC	Hart Family Fund for Small Towns
Objective 6.3.4 Promote businesses that align with the	Action 6.3.4.1 Create partnerships with representatives of local businesses in the downtown area.	x				CS; HEDC	

Economic Development		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
businesses that align with the vision for downtown by reflecting the values of the residents.	Action 6.3.4.2 Provide tax incentives for potential businesses that represent the values of the community to move to the area.	x				HEDC	
Objective 6.3.5. Explore tools to generate funding and to direct the value of growth to the downtown.	Action 6.3.5.1. Establish special taxing districts, such as Public Improvement Districts (PIDs).						
Objective 6.3.6 Encourage activities that promote businesses and attract customers to downtown.	Action 6.3.6.1 Partner with agencies in charge of existing events such as Galveston fair, and Good Ole Days festival to promote more activities in the city.	x				HEDC; HCOC	Event Trust Funds Program
	Action 6.3.6.2 Employ marketing efforts to promote the city at different regional events.	x				HEDC; CS; HCOC.	
	Action 6.3.6.3 Partner with the Economic Development Commission to create a strategic plan for special events.	x				CC; HEDC	Event Trust Funds Program
	Action 6.3.6.4 Host and/or promote events such as weekly farmers markets, festivals, concerts, etc.	x				HEDC; CS	Farmers Market Promotion Program, Event Trust Funds Program
Objective 6.3.7. Use community events as a means to promote the city.	Action 6.3.7.1. Partner with local business to build on community events, offering opportunities for advertisement.	x				HEDC	Rural Community Assistance Partnership and LOR Foundation Introduce National “Rural Homecoming” to Celebrate Local Innovation and Opportunity, Event Trust Funds Program
	Action 6.3.7.2. Work with local organizations, church groups, students from the schools to publicize events	x				CS, HEDC, HCOC	Event Trust Funds Program, Rural Community Assistance Partnership and LOR Foundation Introduce National “Rural Homecoming” to Celebrate Local Innovation and Opportunity
	Action 6.3.7.3. Host smaller regular events as a means to promote community growth. (Ex. Farmers Market, outdoor arts and crafts)	x				CS, HCOC	Event Trust Funds Program
	Action 6.3.7.4. Promote natural resources as opportunities for community events, tourism, and outdoor recreation by organize paddle-boarding/kayak races on the Diversionary Canal, and educational events.	x				CS, HEDC, HCOC	Event Trust Funds Program, Community Outdoor Outreach Program (CO-OP) Grants, Texas Paddling Trails (TBT)



Downtown and Historic Preservation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 4.1. Establish a downtown area as the cultural, social, and economic hub of the city.							
Objective 4.1.1. Create a downtown district with a variety of uses along the proposed boundaries of Main and 5th Street along SH 6, flanking Neville Drive	Action 4.1.1.1. Identify possible investors to bring in economic and commercial opportunities		x			HEDC	Business Improvement Districts
	Action 4.1.1.2. Take advantage of the tools recommended by the Houston-Galveston Area Council (H-GAC).	x				CS, HEDC	H-GAC
	Action 4.1.1.3 Consider partnerships with organizations such as the Texas Main Streets Program, Keep Texas Beautiful, and the Texas Downtown Association in the process of establishing Hitchcock's downtown district.		x			CS, HEDC	Texas Main Streets, Keep Texas Beautiful, Texas Downtown Association
	Action 4.1.1.4. Create spaces for rest and reflection for citizens and visitors of all ages.			x		CS, HEDC	Communit Development Block Grant (CDBG)
	Action 4.1.1.5. Enhance existing parks and public space.		x			CS	Community Restoration and Resiliency Fund,
	Action 4.1.1.6. Provide retail, food, and recreational opportunities for families for afternoon/weekend stops in the downtown			x		HEDC	Community Facilities Direct Loan & Grant Program
	Action 4.1.1.7. Provide outdoor lunch seating areas in existing and future proposed public spaces.		x			CS, HEDC	Community Development Block Grant (CDBG), Community Restoration and Resiliency Fund
Objective 4.1.2. Support local businesses in the downtown area to ensure that they remain part of the market and further their growth.	Action 4.1.2.1. Attract new retail establishments and small businesses through joined efforts of property owners, the Chamber of Commerce, CDC, and the City.			x		CS, HEDC, COC	The Peter H. Brink Leadership Fund
Objective 4.1.3. Increase tourism and visitors by creating a marketing strategy to spread awareness of programs and events	Action 4.1.3.1. Hire a consultant to rebrand logo, promotional materials, events postcards, maps and brochures.		x			CS, HEDC	Certified Local Government Grants (CLG)
	Action 4.1.3.2. Create an online "story map" with all the highlights in the downtown including attractions, historic buildings, art, and murals.		x			CS, HEDC	Preservation Technology and Training Grants
	Action 4.1.3.3. Partner with ISD to get students involved in marketing and beautification efforts.		x			CS, HEDC, HISD	National Environmental Policy Act and/or the National Historic Preservation Act Review
	Action 4.1.3.4. Assign the task of regularly updating the website, social media, and consolidated events calendar to a member of the downtown task force.	x				CS, HEDC, COC	Preservation Technology and Training Grants
Goal 4.2. Ensure the beauty, sustainability, and design of the downtown district.							
Objective 4.2.1. Engage community and task force members to establish an overall, community-based vision for the downtown.	Action 4.2.1.1. Continue to engage the Beautification Committee throughout the planning and development process of this new area.	x				CS	Community Restoration and Resiliency Fund
	Action 4.2.1.2 Identify opportunities for public art and murals		x			CS	Better Utilizing Investments to Leverage Development (BUILD)
Objective 4.2.2. Ensure the sustainability and resilience of the downtown district.	Action 4.2.2.1. Work with organizations to create a sustainable downtown area.	x				CS, HEDC, COC	Smart Growth Implementation Assistance (SGIA) program, Texas Capital Fund (Rural)- Main Street/ Downtown Revitalization Programs

Downtown and Historic Preservation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
	Action 4.2.2.2. Implement Green Infrastructure and Low Impact Development in the downtown design plan.			x		CS, CC, PB	Community Restoration and Resiliency Fund
Objective 4.2.3. Establish a Downtown Zoning Overlay and design guidelines	Action 4.2.3.1. Assess conditions and identify preservation opportunities.		x			CS	Federal Historic Preservation Tax Incentives, Johanna Favrot Fund For Historic Preservation
	Action 4.2.3.2. Establish policies related to appearance and standards of buildings.		x			CS, CC, PB	Tax Increment Financing (TIF) or Tax Increment Reinvestment Zone (TIRZ)
	Action 4.2.3.3. Incorporate appropriate wayfinding signage and streetscape designs.		x			CS	
	Action 4.2.3.4. Ensure the accessibility of amenities and facilities to all residents and visitors in compliance with ADA regulations	x				CS	Enhanced Mobility of Seniors & Individuals with Disabilities
	Action 4.2.3.5. Provide adequate and accessible parking and pedestrian walkways.		x			CS	Better Utilizing Investments to Leverage Development (BUILD)
	Action 4.2.3.6. Improve interconnectedness throughout the zone.		x			CS	Better Utilizing Investments to Leverage Development (BUILD)
Goal 4.3. Protect, preserve, and celebrate the history and culture of Hitchcock.							
Objective 4.3.1. Maintain Good Ole Days Festival Grounds, the Public Library, Naval Air Station, and other historic sites.	Action 4.3.1.1. Keep an updated inventory of all Hitchcock historic sites.	x				CS	
	Action 4.3.1.2. Establish a historic district committee to oversee historic preservation and host educational and celebratory events.		x			CS, HEDC	The Cynthia Woods Mitchell Fund for Historic Interiors, Hart Family Fund for Small Towns, The Federal Historic Preservation Tax Incentives program, Rural Community Assistance Partnership and LOR Foundation Introduce National "Rural Homecoming" to Celebrate Local Innovation and Opportunity
	Action 4.3.1.3. Partner with community organizations, schools, and nonprofit organizations to ensure inclusivity and engagement	x				CS, HEDC, HISD, COC	Annie's Grants for Funding
	Action 4.3.1.4. Construct a World War 2 Blimp Base Museum on the grounds of Hitchcock Public Library parcels 1 and 2.				x	CS, HEDC, CC	National Environmental Policy Act and/or the National Historic Preservation Act Review
Objective 4.3.2. The city should partner with knowledgeable organizations to gain expertise on downtown and historic preservation and revitalization.	Action 4.3.2.1. Plan and host historic preservation and celebration events	x				CS, HEDC, COC	The Peter H. Brink Leadership Fund, Humanities Texas Grants
	Action 4.3.2.2. Promote and market the events in downtown to attract visitors and residents.	x				CS, HEDC, COC	Event Trust Funds Program, Business Improvement Districts
	Action 4.3.2.3. Identify and encourage unique cultural attractions to the city, such as wineries, distilleries, breweries, and other communal gathering facilities.		x			CS, HEDC, COC	National Environmental Policy Act and/or the National Historic Preservation Act Review
	Action 4.3.2.4. Partner with surrounding communities to showcase the culture of Hitchcock to potential tourists and visitors			x		CS, HEDC, COC	



Downtown and Historic Preservation		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 4.3.3. Host year-round events in the downtown attracting visitors of all ages to celebrate the community.	Action 4.3.3.1. Creating unique events in various locations in the downtown		x			CS, HEDC, COC	National Environmental Policy Act and/or the National Historic Preservation Act Review, Humanities Texas Grants
	Action 4.3.3.2. Create opportunities for artists, craftsmen, and local business owners for events at downtown sidewalk venues and open spaces.		x			CS, HEDC	National Environmental Policy Act and/or the National Historic Preservation Act Review
	Action 4.3.3.3. Enhance storefront with decoration lights during festivals and events		x			HEDC, PO, CS	Texas Capital Fund

Parks & Environment Actions		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 8.1 Enhance and expand recreational options for Hitchcock's citizens to provide equitable opportunities.							
Objective 8.1.1 Establish a Parks and Recreation department to oversee park development, maintenance and funding opportunities.	Action 8.1.1.1 Identify existing parks and open spaces and maintain an updated database.	x				PB	
	Action 8.1.1.2 Work with HEDC and Keep Hitchcock Beautiful group to establish a Parks and Recreation department.			x		CC; CS; PB	The Texas Parks and Wildlife Department (TPWD) Grants
	Action 8.1.1.3 Identify appropriate roles and responsibilities for the Parks and Recreation department		x			CC; CS; PB	
	Action 8.1.1.4 Develop a continued investment plan through capital funds, public private partnerships, grants, and other resources.		x			CS, CC, PB	
	Action 8.1.1.5 Invest in a professional grant writer to assist the city in the grant request process.		x			CS, PB, PR	
	Action 8.1.1.6 Research and adopt level of service standards from APA and other similar cities to ensure high-quality ecosystem services and supporting infrastructure.		x			PB	
Objective 8.1.2 Create a parks and recreation plan to enhance services and increase level of usage	Action 8.1.2.1 Adopt level of service standards from American planning Association to ensure high-quality park system.		x			PR, CC	
	Action 8.1.2.2 Allocate funds to maintain the existing parks.		x			CS	Community Restoration and Resiliency Fund
	Action 8.1.2.3 Install or update signage in all the parks in the city.	x				PB	
	Action 8.1.2.4 Develop a continued investment plan through capital funds, public private partnerships, grants, and other resources.		x			PB	Recreation Grants, Outdoor Recreation Grants
	Action 8.1.2.5. Invest in a professional grant writer to assist the city in funding acquisition process.		x			CS, PR	
Objective 8.1.3 Encourage safe connections to city's parks and open spaces, community facilities, historic buildings and proposed downtown districts.	Action 8.1.3.1 Prepare a trails and greenway plan in compliment to city's transportation plan.		x			CC; CS; PB	
	Action 8.1.3.2 Include proper lighting and security measures along trails and in parks.		x			PR	
Objective 8.1.4 By 2040, ensure a balanced mix of parks, recreational areas, and open spaces for all residents.	Action 8.1.4.1 Provide a park within 0.50-mile buffer or a 10-minute walking distance from residential areas.			x		CC; CS	The Texas Parks and Wildlife Department (TPWD) Grants and Assistance, The Trust for Public Land
	Action 8.1.4.2 Develop vacant lots into pocket parks to encourage community engagement and beautification.		x			CS	Recreation Grants, The Trust for Public Land
GOAL 8.2 Preserve and maintain the city's existing natural assets and resources.							



Parks & Environment Actions		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 8.2.1 Continue to protect the wetlands from natural and man-made threats.	Action 8.2.2.1 Establish a 'Wetland Preservation and Restoration Program' to maintain the integrity of the wetlands.		x			CC; PB	The Conservation Fund, Acres for America
	Action 8.2.2.2 Adopt Conservation Overlay in zoning policy to enforce low impact cluster development on wetlands, to protect them from development, safeguard wildlife from having their habitat destroyed, and keep people away from flood hazards.		x			CC	Landowner Incentive Program (LIP), Community Development Block Grant Mitigation Funds
	Action 8.2.2.3 Introduce wetland restoration and conservation strategies through land acquisition and public private partnerships.				x	CS	Wetlands Reserve Program, Acres for America, Texas Paddling Trails (TBT)
Objective 8.2.2 Explore ways to access the nature in the wetlands by constructing trails and boardwalks.	Action 8.2.2.1 Explore the US Forestry Service's Trail Plans and Specifications.	x				CS	Recreational Trail Grants, Rivers, Trails and Conservation Assistance (15.921)
Objective 8.2.3 Develop collaborative programs with conservation groups and educational institutes to impart awareness and enhance conservation efforts.	Action 8.2.3.1 Partner with various conservation groups in the area to assist in finding grants, loans, and other funding opportunities for proposed improvements or projects.			x		PR	Community Outdoor Outreach Program (CO-OP) Grants
	Action 8.2.3.2 Partner with local schools to establish a community garden service program for youth engagement.			x		CC; CS	Grants for Gardens
	Action 8.2.3.3 Collaborate with schools to design and execute educational programs and tours to raise environmental awareness.			x		CC; CS	The Lorrie Otto Seeds for Education Grant Program
Objective 8.2.4 Maximize environmental and economic benefits of ecotourism industry.	Action 8.2.4.1 Partner with conservation, educational, and recreational groups in order to implement ecotourism within the proposed conservation district. (The International Ecotourism Society)	x				CC; CS	Agricultural Water Conservation Grant and Loan Programs
	Action 8.2.4.2 Build a facility that will be home to recreation rentals (kayaks, fishing gear, bicycles, refreshments) as well as headquarters for ecotours.				x	CC; CS	Boating Access Grants
	Action 8.2.4.3 Utilize the Diversionary Canal for recreational activities that do not disturb the natural environment.			x		CC; CS	Recreation Grants, Texas Paddling Trails (TBT)
GOAL 8.3 Adopt sustainable design practices to build community resilience.							
	Action 8.3.1.1 Facilitate redevelopment in brownfield areas with tax incentives.		x			CC; CS; PB	Brownfields Grants

Parks & Environment Actions		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 8.3.1 Promote redevelopment practices that minimize the flood hazard risk.	Action 8.3.1.2 Promote infill development with expedited review process to promote compact development. (Cross reference to housing Goal 2- Objective 2)		x			CC; CS; PB	
	Action 8.3.1.3 Implement flood mitigation techniques in the Conservation Overlay			x		CC; CS; PB	Community Development Block Grant Mitigation Funds, Pre-Disaster Mitigation Program, Hazard Mitigation Program, FEMA Flood Mitigation Assistance (FMA) Grants, Exploration Green! A Case Study in Effective Floodplain Management
Objective 8.3.2 Reduce impervious surface coverage in commercial areas.	Action 8.3.2.1 Promote use of permeable pavement in public and private spaces.			x		CS	Community & Recovery Tree Planting Grants
	Action 8.3.2.2 Conduct a market survey for feasibility of shared parking lots in downtown district.		x			CC; CS; PB	
	Action 8.3.2.3 Propose parking minimums within downtown district.		x			CC; CS	
Objective 8.3.3 Encourage context sensitive development that provides a balance between built and natural environment and minimize environmental impact.	Action 8.3.3.1 Amend Code of Ordinances to guide development away from wetlands and allow only low impact development strategies in those areas.		x			CC; CS; PB	
	Action 8.3.3.2 Propose Transfer of Development Rights (TDR) encouraging the exchange of development rights from sensitive ecological areas to areas with potential of infill or redevelopment.		x			CC; CS; PB	
	Action 8.3.3.3 Incentivize development that creates, preserves, or protects wetlands through impact fee waiver.			x		CC; CS	
Objective 8.3.4 Work closely with neighboring cities regarding development practices to ensure shared resilience.	Action 8.3.4.1 Establish a joint task force with neighboring cities and regional agencies.				x	CC; CS	
	Action 8.3.5.1 By 2022, prepare a detailed inventory of existing storm-water drainage infrastructure.		x			PB	Smart Growth Implementation Assistance (SGIA) program, Drinking Water State Revolving Fund (DWSRF), Water and Environmental Programs, Rural Water & Waste Disposal Loan & Grant Program
	Action 8.3.5.2 Develop a city-wide drainage plan.			x		CS	Economically Distressed Areas Program



Parks & Environment Actions		Timeframe				Action Leaders	Funding
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 8.3.5 Promote judicious use of valuable resources and natural environment.	Action 8.3.5.3 Reduce flooding through storm-water drainage maintenance and establish a capital infrastructure investment fund for improvements.	x				PB	Resilient Communities Program, Building Blocks for Sustainable Communities, Rural Water & Waste Disposal Loan Guarantees
	Action 8.3.5.4 Develop and implement green storm-water infrastructure to reduce storm-water runoff through water conservation and retention practices in public spaces.				x	PB	Texas Water Development Fund (DFund), Rural Water Assistance Fund (RWAF), State Participation Program- Regional Water and Wastewater Facilities, Exploration Green! A Case Study in Effective Floodplain Management
	Action 8.3.5.5 Determine methods to reduce freshwater consumption and promote water reuse and recycling.		x			PB	State Water Implementation Fund for Texas (SWIFT), Clean Water State Revolving Fund (CWSRF)
Objective 8.3.6 Conduct regular reviews an updates of the plans and strategies	Action 8.3.6.1 Identify appropriate revision schedules for all related plans.	x				CC; CS	

Housing		Timeframe				Action Leaders	Funding/ Partners
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Goal 9.1 Expand housing choices for all Hitchcock residents.							
Objective 9.1.1 Promote flexible and inclusive housing options throughout the city.	Action 9.1.1.1 Conduct a Housing Needs Assessment to determine current housing needs, as well as project future housing needs.		x			CS	Community Development Block Grant (CDBG), Capacity Building for Community Development and Affordable Housing Grants
	Action 9.1.1.2 Collaborate with EDC to strategize directing efforts and investments toward mixed-income housing projects including workforce housing		x			CS, HEDC	Hitchcock EDC
	Action 9.1.1.3 Use affordable land prices and tax incentives to entice new development.	x				CS	
	Action 9.1.1.4 Create an inclusionary development policy, which requires private developers to set aside units for affordable and moderate-income households.		x			CS, PB, CC	HOPE VI Main Street Program, Low Income Housing Tax Credit (4 and 9%)
	Action 9.1.1.5 Develop and maintain a databases to track at-risk affordable housing in the community	x				CS	Low-Income Housing Tax Credit (LIHTC)
	Action 9.1.1.6 Incentivize development of multifamily housing by connecting developers and local non-profits to funding sources such as Housing Tax credits, Multifamily bonds, and Multifamily Direct Loans.	x				CS	The Multi-family (Rental Housing) Development Program, The Multifamily Mortgage Revenue Bond Program, Housing Preservation & Revitalization Demonstration Loans & Grants
	Action 9.1.1.7 Expedite permit review process for multifamily housing proposals.	x				CS	Hitchcock EDC
	Action 9.1.1.8 Amend code of ordinances to allow the establishment of Accessory Dwelling Units on Single Family Residential lots.		x			CC; PB	Building an ADU Guide to Accessory Dwelling Units
Objective 9.1.2 Promote Hitchcock as an ideal retirement community.	Action 9.1.2.1 Maintain working partnerships with human and health care service providers to better integrate mutually beneficial linkages with older-adult housing developments in the community.	x				CS	Care, HGAC - Senior Health Services
	Action 9.1.2.2 Establish active senior living communities and partner with senior care organizations.			x		CS	HGAC - Senior Health Services
	Action 9.1.2.3 Review zoning, building, and other related codes and ordinances to ensure that they are adequately flexible, promote overall community accessibility, and support older adults aging in community.		x			CC; PB	
	Action 9.1.2.4 Promote and encourage developers to use universal design and visitability.	x				CS	AARP Livable Communities
	Action 9.1.2.5 Modify zoning regulations to allow multiplex construction and to permit smaller older-adult housing developments to have 20 units minimum.		x			CC; PB	
Objective 9.1.3 Market Hitchcock to attract developers to build diverse housing type in Hitchcock.	Action 9.1.3.1 Work with Appraisal District to retrieve data on the vacant parcel. Maintain and update map with suitable lots for developers along with utility locations of pipes and fire hydrants	x				CS	Galveston Central Appraisal District
	Action 9.1.3.2 Provide information on vacant land with utility locations of pipes and fire hydrants to real estate agents and developers.	x				CS	Galveston Central Appraisal District
	Action 9.1.3.3 Develop a streamlined application and permitting process to attract developers.		x			CS	Galveston Central Appraisal District



Housing		Timeframe				Action Leaders	Funding/ Partners
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 9.1.3 Encourage new housing in proximity to public amenities serving residents of Hitchcock.	Action 9.1.3.4 Identify and coordinate with construction companies and market their services to be readily available for new house construction in the city.		x			CS	
	Action 9.1.3.5 Proactively reach out to developers and market Hitchcock for new development opportunities.	x				CS	
	Action 9.1.3.1 Regularly update current land use and zoning maps to include civic space and parks or open spaces.	x				CS	
Objective 9.1.3 Encourage new housing in proximity to public amenities serving residents of Hitchcock.	Action 9.1.3.2 Waive permit review fees for equitable housing proposals accessible to public amenities.	x				CS	
	Action 9.1.3.3 Consider applying for the Rural Community Development Initiative Grant to fund future projects that enhance the housing, community facilities, and economic development of Hitchcock.			x		CS	Rural Community Development Initiative Grant
Goal 9.2 Improve resilience of current and future housing stock.							
Objective 9.2.1 Establish minimum safe building standards for housing units within and near the floodplain.	Action 9.2.1.1 Research best practices for minimum safe building standards in special flood hazard areas.		x			CS	Texas Floodplain Management Association
	Action 9.2.1.2 Amend the city code of ordinances to establish minimum requirements for residential construction within special flood hazard areas, as defined by FEMA.		x			CS; PB	CDBG-DR Housing Recovery
	Action 9.2.1.3 Amend the city code of ordinances to establish manufactured home standards and permitting processes which comply with the Texas Manufactured Housing Standards Act.		x			CS; PB	
Objective 9.2.2 Encourage building of new housing units away from the floodplain.	Action 9.2.2.1 Research building code and design standard best practices employed by other cities to combat flood risk and increase homeowner safety.		x			CS	Texas Floodplain Management Association - Mentor Program, CDBG-DR Housing Recovery
	Action 9.2.2.2 Establish more robust building codes and design standards according to proximity to special flood hazard areas in order to reduce flood risk and improve homeowner safety.		x			CS; PB	
	Action 9.2.2.3 Adopt FEMA's most updated floodplain map and align new building codes and design standards with these boundaries.		x			CS; PB	
	Action 9.2.2.4 Offer an expedited permit review process for infill development proposals.	x				CS	
	Action 9.2.2.5 Apply for participation in FEMA's National Flood Insurance Program Community Rating System.		x			CS	
Objective 9.2.3. Utilize the FEMA Special Flood Plain Management plan.	Action 9.2.3.1. Set up cloud backup services to store information about housing inventory in SFHA, permit records, appraisal information, and other critical local information for substantial damage on properties located in SFHAs.		x			CS	
	Action 9.2.3.2. Use Substantial Damage Estimator (SDE) software and request FEMA assistance with Damage Assessments (DA).		x			CS	
	Action 9.2.3.3. Provide the community with technical training on how to keep track of an inventory of structures in SFHAs using FEMA's SDE software		x			CS	

Housing		Timeframe				Action Leaders	Funding/ Partners
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
	Action 9.2.3.4. Establish partnerships between local planning staff members, floodplain administrators (with GIS capabilities), county tax assessor, and the county appraisal office to develop a more streamlined process for determining market values and to assist with damage assessments.		x			CS	
	Action 9.2.3.5. Train local officials to maintain consistent, equitable, and defensible records in all aspects of the substantial damage evaluation process.		x			CS	
	Action 9.2.3.6. Provide elected officials (e.g. senators and state and local officials) with training on how to maintain a clear and realistic message about post-disaster mitigation options with community residents in was that do not undermine substantial damage activities.		x			CS	
	Action 9.2.3.7. Develop partnerships with nonprofits, universities, extension programs and other non-federal partners that have the ability to collect, analyze and display spatial data quickly and that can support local mapping, planning and engagement efforts during Damage Assessments (DAs) and Substantial Damage Determination (SDD) activities.		x			CS	
	Action 9.2.3.8. Ensure emergency response protocols include provisions that state that GIS community planning staff, tax assessors and floodplain management administrators are present (or have direct access to) the Emergency Operations Center during disaster.		x			CS	Community Development Block Grant Disaster Recovery (CDBG-DR)
	Action 9.2.3.9. Develop mutual-aid agreements (with county governments, regions, non-profit organizations and other agencies and groups) that benefit DAs and SD activities, enabling disaster mitigation and recovery.		x			CS	SBA Disaster Loan Assistance (Home and Personal Property Loans)
	Action 9.2.3.10. Work with and use the FEMA Community Assistance Contact as a resource to assist with compliance of the NFIP.		x			CS	
Goal 9.3 Enhance existing neighborhoods							
Objective 9.3.1 Create new avenues to improve conditions on household and neighborhood levels	Action 9.3.1.1 Contact the Texas Department of Housing and Community Affairs about their Homeowner's Rehabilitation Assistance Program. Publicize and coordinate implementation of the program.		x			CS	Choice Neighborhoods Implementation Program, Choice Neighborhoods Initiative Planning Grant
	Action 9.3.1.2 Draft a citywide home maintenance code with simple, enforceable codes for exterior and yard standards with assigned drive-by inspections.		x			CS	Neighborhood Stabilization Program (NSP), Housing Preservation Grants (HPG)
	Action 9.3.1.3 Develop building codes that require the repair or demolition of substandard and dangerous structures.		x			CS	
	Action 9.3.1.4 Continue the enforcement program and enforce violations.	x				CS	
	Action 9.3.1.5 Continue supporting the code enforcement officers to allow for proactive code enforcement.	x				CS	



Housing		Timeframe				Action Leaders	Funding/ Partners
Objectives	Actions	Ongoing	Short-term	Mid-term	Long-term		
Objective 9.3.2 Pass regulations that deal effectively with abandoned homes and problem properties	Action 9.3.2.1 Work with USDA to assist in identifying grants and other opportunities	x				CS	Community Development Block Grant (CDBG), Neighborhood Stabilization Program (NSP)
	Action 9.3.2.2 Create and adopt ordinances and regulations that adequately address abandoned homes.		x			CS	
	Action 9.3.2.3 Create a vacant property registration ordinance requiring owners of vacant property to register with the City and provide contact to serve notice on the owner as may be needed.		x			CS	Neighborhood Stabilization Program (NSP)
Objective 9.3.3 Connect residents to resources that will empower homeowners and renters and offer residents the ability to remain in their neighborhoods and homes.	Action 9.3.3.1 Establish a neighborhood task force that works to improve neighborhood atmosphere and environment.		x			CS	Housing Preservation Grants (HPG)
	Action 9.3.3.2.Facilitate "Neighborhood Makeover" events where residents, city staff, and volunteers can clean up and maintain the overall character of their neighborhoods.		x			CS	Community Restoration and Resiliency Fund
	Action 9.3.3.3 Conduct outreach to connect residents with available federal and state financial resources that assist homeowners, renters, and developers in rural areas.	x				CS	The Public Housing Agency's Housing Choice Voucher program
Objective 9.3.4. Encourage sustainable, efficient housing standards	Action 9.3.4.1 Research the actions recommended by the Environmental Protection Agency (EPA).		x			CS	
	Action 9.3.4.2 Raise environmental awareness and encourage participation in reduce, reuse, recycle programs.		x			CS	
	Action 9.3.4.3Create incentives for developers who utilize sustainable and energy efficient techniques.			x		CS	LEED for Cities and Communities grant

FUNDING

Many funding sources, both internal and external, are available to help Hitchcock accomplish its goals. Internal resources refer to taxes and fees to support the action item. External resources are numerous, and may also include public-private partnerships with external partners such as developers. The Funding column in the Action Tasks table provides suggestions for funding sources or grants for each of the action items

Chapter 3 - Land Use

Industrial Revenue Bonds

- Grantor: Texas Economic Development Division
- Purpose: provide a source of tax-exempt or taxable bond finance for projects involving significant private activity that promote new and existing businesses, encourage employment, and expand the tax base of a community.
- Eligibility: Industrial Development Corporations (IDCs) or equivalent bodies
- Limitations: Rolling application period.
- More information: <https://gov.texas.gov/business/page/industrial-revenue-bonds>

Tax Increment Financing (TIF) or Tax Increment Reinvestment Zone (TIRZ)

- Grantor: City; County
- Purpose: A TIRZ can construct needed public infrastructure in areas with little development or lacking adequate development to attract businesses; encourage development, thereby increasing property values and long-term property tax collections; and reduce the cost of private development by providing reimbursement for eligible public improvements.
- Eligible Public Costs: Publicly owned infrastructure within public rights-of-way; Public transit stations and right-of-way; Public school construction; Public beautification (lighting, streetscape, landscaping, etc); Public parking structures; Municipal building construction; Other public buildings (e.g. police, fire stations); Land/building acquisition by a public body; Interest costs on public financing obligations; Site preparation, demolition, cleanup of publicly owned land; TIF administration costs; Planning, engineering, and other redevelopment-related “soft costs”; Cost of remediation of conditions that contaminate public land or buildings; Cost of preservation of facade of public buildings.
- Eligible Private Costs: Rehab of existing buildings; Private design, planning, architecture, or engineering costs; Demolition, site prep, cleanup of privately

owned land; Development costs can be covered by agreement, but are subject to claw back provisions; Cost of remediation of conditions that contaminate private land or buildings; Cost of preservation of facade of private buildings.

- Funding Limitations: A base value is determined by the existing taxable value of real property within the TIRZ at the time the TIRZ is created. The taxing entities (i.e. the city, county and school district) continue to receive the base year value of the property taxes throughout the life of the 30-year zone. The increment, the portion of incremental increase in real property tax revenue above the base year resulting from increases in taxable value of property, is captured for the TIRZ.
- Qualified Types of Projects: Commercial; Industrial
- Financing Options: TIF Revenue Notes; Pay As You Go; Loans
- More Info: <https://comptroller.texas.gov/economy/local/ch311/faq.php>

Chapter 4 - Transportation

Better Utilizing Investments to Leverage Development (BUILD) Transportation Grants Program (formerly TIGER)

- Grantor: Department of Transportation
- Purpose: Provides funds for investments in transportation infrastructure, including transit. This program will give special consideration to projects which emphasize improved access to reliable, safe, and affordable transportation for communities in rural areas, such as projects that improve Infrastructure condition, address public health and safety, promote regional connectivity or facilitate economic growth or competitiveness
- Eligibility: State, local, and tribal governments, including U.S. territories, transit agencies, port authorities, metropolitan planning organizations (MPOs), and other political subdivisions of State or local governments.
- Funding limitations: \$1000,000/\$25,000,000
- More information: <https://ops.fhwa.dot.gov/Freight/infrastructure/tiger/>



Capital Investment Grants (CIG) Program

- Grantor: Federal Transit Administration
- Purpose: Provides funding for fixed guideway investments such as new and expanded rapid rail, commuter rail, light rail, streetcars, bus rapid transit, and ferries, as well as corridor-based bus rapid transit investments that emulate the features of rail.
- Eligibility: State and local government agencies, including transit agencies.
- Limitations: 2,3 Billion Appropriated annually.CIG funding provides a portion of the total project cost that includes the cost of project development, engineering, and construction. Maximum CIG share allowed in law for New Starts 60%, & Small Starts and Core Capacity 80%.
- More Information: <https://www.transit.dot.gov/funding/grant-programs/capital-investments/about-program>

Discretionary Bus and Bus Facilities (Section 5309): State of Good Repair Initiative

- Grantor: Department of Transportation
- Purpose: Provide funding to rehabilitate bus and bus facilities.
- Eligibility: intermodal facilities must have adjacent connectivity with bus service.
- Limitations: will prioritize the replacement and rehabilitation of intermodal facilities that support the connection of bus service with multiple modes of transportation, including but not limited to: rail, ferry, intercity bus and private transportation providers.
- More Information: <https://www.transit.dot.gov/funding/grants/state-good-repair-grants-5337>

Enhanced Mobility of Seniors & Individuals with Disabilities

- Grantor: Department of Transportation
- Purpose: Provides formula funding to states for the purpose of assisting private nonprofit groups in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. The program aims to improve mobility for seniors and individuals with disabilities by removing barriers to transportation services and expand the transportation mobility options. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in all areas – large urbanized (over 200,000), small urbanized (50,000-200,000),

and rural (under 50,000).

- Eligibility: States and designated recipients are direct recipients; eligible sub-recipients include private nonprofit organizations, states or local government authorities, or operators of public transportation.
- Funding limitations: Funds are available to the states during the fiscal year of apportionment plus two additional years (total of three years).
- More information: <https://www.transit.dot.gov/funding/grants/enhanced-mobility-seniors-individuals-disabilities-section-5310>

Grants for Buses and Bus Facilities Formula Program

- Grantor: Department of Transportation
- Purpose: Provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities.
- Eligibility: Designated recipients that operate fixed route bus service or that allocate funding to fixed route bus operators; and State or local governmental entities that operate fixed route bus service.
- Funding limitations: Funds are available the year appropriated plus three years.
- More information: <https://www.transit.dot.gov/funding/grants/busprogram>

Grants for Rural Areas to Support Public Transportation- 5311

- Grantor: Department of Transportation
- Purpose: The Formula Grants for Rural Areas program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations of less than 50,000, where many residents often rely on public transit to reach their destinations. The program also provides funding for state and national training and technical assistance through the Rural Transportation Assistance Program.
- Eligibility: Designated recipients that include planning, capital, operating, job access and reverse commute projects, and the acquisition of public transportation services.
- Funding limitations: Funds are available the year appropriated plus two additional years. Funds are appropriated based on a formula that includes land area, population, revenue vehicle miles, and low-income individuals in rural areas. Must spend no less than 15 percent of its annual apportionment for development and support of intercity bus transportation.
- More information: <https://www.transit.dot.gov/rural-formula-grants-5311>

National Trails Training Partnership

- Grantor: American Trails and NTTP
- Purpose: for planning, building, designing, funding, managing, enhancing, and supporting trails, greenways, and blue ways.
- More information: <http://www.americantrails.org/resources/funding/>

Safe Routes To School

- Grantor: Department of Transportation
- Purpose: The Program's objectives are 1) to enable and encourage children in grades K-8, including those with disabilities, to walk and bicycle to school; 2) to make bicycling and walking to school a safer and more appealing transportation alternative, thereby encouraging a healthy and active lifestyle from an early age; and 3) to facilitate the planning, development, and implementation of projects and activities that will improve safety and reduce traffic, fuel consumption, and air pollution in the vicinity of schools.
- Eligibility: Eligible applicants for infrastructure projects include state agencies and political subdivisions (a city or county within the State of Texas). Applications should present a unified solution for improving the safety of pedestrian or bicycle routes to schools within a community and may involve more than one partner.
- Funding limitations: Safe Routes to School is a 100 percent federally funded cost-reimbursement program managed through the Texas Department of Transportation (TxDOT), Traffic Operations Division (TRF). Projects are funded through a statewide competitive process with funds limited to those authorized in the SRTS program. Cost-reimbursement means that sponsors will front the cost of the project and will be reimbursed through various stages of the project. In some cases, there will be no up-front funds required from the applicant.
- More information: <http://ftp.dot.state.tx.us/pub/txdot-info/ptn/programs/ta-sa-2017/2019-program-guide.pdf>

Surface Transportation Block Grant Program (STBG)

- Grantor: Department of Transportation
- Purpose: The Surface Transportation Block Grant program (STBG) provides flexible funding that may be used by States and localities for projects to preserve and improve the conditions and performance on any Federal-aid highway, bridge and tunnel projects on any public road, pedestrian and bicycle infrastructure, and transit capital projects, including intercity bus terminals.

- Eligibility: State, local, and tribal governments, including U.S. territories, transit agencies, port authorities, metropolitan planning organizations (MPOs), and other political subdivisions of State or local governments.
- Funding limitations: N/A
- More information: <https://www.fhwa.dot.gov/specialfunding/stp/>

The Bicycle Friendly Community (BFC) Program

- Grantor: League of American Bicyclists.
- Purpose: The program provides a roadmap to communities to improve conditions for bicycling and offers national recognition for communities that actively support bicycling.
- Eligibility: Communities. Deadline February 5, 2020
- Information on applying to become a recognized Bicycle Friendly Community
- More Information: <http://bikeleague.org/bfa>

The Highway Safety Improvement Program (HSIP)

- Grantor: U.S. Department of Transportation Federal Highway Administration.
- Purpose: The goal is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads.
- Limitations: The HSIP requires states to develop and implement a Strategic Highway Safety Plan (SHSP). \$2.407 bn
- More Information: <https://www.fhwa.dot.gov/map21/funding.cfm>

Transportation for Elderly Persons and Persons with Disabilities

- Grantor: Department of Transportation
- Purpose: provides formula funding to States for the purpose of assisting private nonprofit groups in meeting the transportation needs of the elderly and persons with disabilities when the service provided is unavailable, insufficient/inappropriate to meeting these needs.
- Eligibility: States are direct recipients. Eligible sub recipients are private non-profit organizations, governmental authorities where no non-profit organizations are available to provide service and governmental authorities approve to coordinate services.



- Limitations: State allocated
- More Information: <http://www.reconnectingamerica.org/resource-center/federal-grant-opportunities/>

Walk Friendly Community (WFC)

- Grantor: U.S. Department of Transportation Federal Highway Administration.
- Purpose: helps to promote safe walking environments in cities.
- Eligibility: Individual cities and towns. Applications due June 15 and December 15.
- Limitations: By applying will receive specific suggestions and resources on how to make needed changes for pedestrian safety.
- More Information: <http://walkfriendly.org/>

Chapter 5 - Community Facilities

Annie's Grants for Funding

- Grantor: Annie's Homegrown Inc.
- Purpose: Annie's Grants for Gardens program offers funding for edible garden projects that help connect kids to nutritious food. Grants can be used to purchase gardening tools, seeds, or other needed supplies for new gardens or to support existing garden projects.
- Eligibility: The project must be an edible garden (growing fruits, vegetables, herbs, or grains) in the United States to which children have regular access. Eligible applicants include: Public schools, including charter schools, Private schools with 501(c)(3) nonprofit status, Nonprofit organizations supporting a garden at a public or nonprofit private schools, School districts supporting a garden at a public or nonprofit private school
- Limitations: \$3,000 for new grant applications
- More information: <https://www.annies.com/giving-back/grants-for-gardens>

Assistance to Firefighters Grants (AFG)

- Grantor: FEMA
- Purpose: The primary goal of the AFG is to meet the firefighting and emergency response needs of fire departments and non affiliated emergency med-

ical service organizations. Since 2001, the AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training and other resources needed to protect the public and emergency personnel from fire and related hazards.

- Eligibility: Fire Departments, nonaffiliated EMS organizations, State Fire Training Academies.
- Funding limitations: The population of the jurisdiction served by the recipient will determine the maximum amount of AFG funding a recipient is eligible to receive but no recipient may receive an award that exceeds one percent of available grant funds.
- Deadline: Rolling
- More information: <https://www.fema.gov/welcome-assistance-firefighters-grant-program>

Bee Grant Program

- Grantor: Whole Kids Foundation in partnership with The Bee Cause Project
- Purpose: Allows for schools and non-profit organizations to receive support for educational bee hives, so students can observe bees up close and learn about the vital role these pollinators play in our food system.
- Eligibility: K-12 Schools or Non-Profit Organizations in U.S./Canada
- Grant Value: \$2,000
- More Information: <https://www.wholekidsfoundation.org/programs/honey-bee-hive-grant>

Breakfast Grants

- Grantor: Action for Healthy Kids
- Purpose: To introduce or expand a school breakfast program.
- Eligibility: Be an eligible public school
- Limitations: \$3,000 is maximum funding for a program.
- Deadline: 2020
- More information: <https://www.actionforhealthykids.org/school-grants-support/>

Colonia Funds (Rural)- Colonia Planning Fund

- Grantor: Texas Department of Agriculture
- Purpose: These funds are available to eligible county applicants for projects in severely distressed unincorporated areas. Assistance for the completion of planning activities to prepare colonia areas for water, sewer and housing improvements.
- Eligibility: The term “colonia” means any identifiable unincorporated community that is within 150 miles of the border between the United States and Mexico, except that the term does not include any standard metropolitan statistical area that has a population exceeding 1,000,000.
- Limitations: max award \$100,000;
- Deadline September 13, 2020 - Assigned annually
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/ColoniaFunds.aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/ColoniaFunds.aspx)

Colonia Funds (Rural)- Colonia Construction Fund

- Grantor: Texas Department of Agriculture
- Purpose: These funds are available to eligible county applicants for projects in severely distressed unincorporated areas. Assistance to fund water and wastewater improvements, housing rehabilitation, and other improvements in colonia areas.
- Eligibility: The term “colonia” means any identifiable unincorporated community that is within 150 miles of the border between the United States and Mexico, except that the term does not include any standard metropolitan statistical area that has a population exceeding 1,000,000.
- Limitations: max award \$1,000,000; deadline August 2019
- Deadline September 13, 2020 - Assigned annually
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/ColoniaFunds.aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/ColoniaFunds.aspx)

Community Facilities Direct Loan & Grant Program

- Grantor: U.S. Department of Agriculture
- Purpose: assist in the development of essential community facilities in rural areas and towns.

- Eligibility: public entities such as municipalities, counties, and special-purpose districts, as well as non-profit corporations and tribal governments. Towns of up to 20,000 in population.
- Limitations: Development Financing, Construction
- Deadline: Open
- More information: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Community Development Fund (Rural)

- Grantor: Texas Department of Agriculture
- Purpose: Grants to rural Texas cities and counties for basic infrastructure projects such as water/wastewater facilities, street improvements and drainage.
- Eligibility: non-entitlement cities and counties whose populations are less than 50,000 and 200,000 respectively, and are not participating or designated as eligible to participate in the entitlement portion of the federal Community Development Block Grant Program.
- Limitations: \$275,000-800,000, biennial basis and competition against 24 planning regions in the state.
- Deadline: February 2020
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/CommunityDevelopment.aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/CommunityDevelopment.aspx)

Community Disaster Loan (CDL) Program

- Grantor: FEMA
- Purpose: Provides operational funding to help local governments that have incurred a significant loss in revenue, due to major disaster.
- Eligibility: Local Governments
- Funding limitations: max loan of \$5,000,000
- Deadline: Rolling
- More information: <https://www.fema.gov/media-library/assets/documents/176527>



Community Facilities Direct Loan & Grant Program

- Grantor: U.S. Department of Agriculture
- Purpose: assist in the development of essential community facilities in rural areas and towns.
- Eligibility: public entities such as municipalities, counties, and special-purpose districts, as well as non-profit corporations and tribal governments. Towns of up to 20,000 in population.
- Limitations: Development Financing, Construction
- Deadline: Open
- More information: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Disaster Relief Fund (Rural)

- Grantor: Texas Department of Agriculture
- Purpose: Cities and counties may apply following a disaster declaration or for qualifying urgent infrastructure needs.
- Eligibility: Non-entitlement cities under 50,000 in population and non-entitlement counties that have a non-metropolitan population under 200,000 and are not eligible for direct CDBG funding from HUD may apply for funding through any of the Texas CDBG programs.
- Limitations: \$50,000-350,000, official disaster status declaration
- Deadline: Rolling
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/DisasterRelief.aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/DisasterRelief.aspx)

Event Trust Funds Program

- Grantor: Texas Economic Development Division
- Purpose: Event-specific trust funds created to help pay for qualified expenses associated with an event, to which both the state and applicant must contribute.
- Eligibility: A municipality, county, or non-profit local organizing committee endorsed by a Texas municipality or county which has been selected to host a qualified event, if the event location in that Texas municipality or county.

- Limitations: Applicants must contribute \$1 in local tax gains for every \$6.25 the state contributes to the fund.
- Deadline: Rolling
- More information: <https://gov.texas.gov/business/page/event-trust-funds-program>

Fire, Ambulance, and Service Truck (FAST) Fund

- Grantor: Texas Department of Agriculture
- Purpose: Provides funds for eligible vehicles to provide emergency response and special services to LMI rural communities.
- Application Deadline: June 2020
- Funding Limitation: \$500,000
- More information: [https://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/CDBGResources/Applications/FASTFund.aspx](https://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/CDBGResources/Applications/FASTFund.aspx)

Farm to School Grant Program

- Grantor: USDA
- Purpose: to assist implementation of programs that improve access to local foods in eligible schools, particularly farm to school programs.
- Eligibility: Eligible Schools; State and Local Agencies; Indian Tribal Organizations Agricultural Producers or Groups of Agricultural Producers; and Non-Profit Entities
- Limitations: provides at least 25% of funding costs
- More Information: <http://www.fns.usda.gov/farmtoschool/farm-school-grant-program>

Farmers Market Promotion Program

- Grantor: U.S. Department of Agriculture
- Purpose: to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of,

domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities.

- Eligibility: June 2020 Agricultural businesses, Agricultural cooperatives, Community Supported Agriculture (CSA) networks, CSA associations, Economic development corporations, Local governments, Nonprofit corporations, Producer networks, Producer associations, Public benefit corporations, Regional farmers' market authorities and Tribal governments
- More Information: <https://www.ams.usda.gov/services/grants/fmpp>

Game on Grants

- Grantor: Action for Healthy Kids
- Purpose: To improve or introduce new nutrition and physical activity programs
- Eligibility: Be an eligible public school
- Limitations: \$1,000 is maximum funding for a program. Funds are for school gardens, recess equipment, nutritional programs, before and after school activity club etc.
- Deadline: 2020
- More information: <https://www.actionforhealthykids.org/school-grants-support/>

Garden Grant Program

- Grantor: Whole Kids Foundation
- Purpose: Turn outdoor spaces into powerful hands-on learning gardens that connect kids with food, spark their curiosity and support classroom curriculum.
- Eligibility: K-12 Schools or Non-Profit Organizations in U.S./Canada
- Grant Value: \$2,000
- More Information: <https://www.wholekidsfoundation.org/programs/school-gardens-grant>

Grants for Gardens

- Grantor: Annie's
- Purpose: We believe that showing future generations how sustainable food is grown changes their lives. When you eat Annie's, you support food education and make healthy gardens accessible to hundreds of students across the country. Connecting kids to gardens helps them to start thinking more holistically about their food, their communities, and the planet. We've seen firsthand how exciting and inspiring that is for them.
- Eligibility: Public and public charter schools, private and private charter schools with 501c3 non-profit status, 501c3 or charity non-profit organizations supporting a garden at a public or non-profit private school, school districts supporting a garden at a public or a non-profit private school
- More Information: <https://www.annies.com/giving-back/grants-for-gardens>

Grants to USA Libraries, Agencies, Schools, and Nonprofits for Rural Library Improvements

- Grantor: Texas Grant
- Purpose: Grants ranging from \$10,000 to \$50,000 to USA and territories libraries, agencies, schools, and nonprofits for improvements to rural and small libraries.
- Eligibility: Required registrations may take several weeks to complete
- Limitations: Funding is intended for enhancements
- More information: <https://texas.grantwatch.com/grant/184904/grants-to-usa-libraries-agencies-schools-and-nonprofits-for-rural-library-improvements.html>

Humanities Texas Grants

- Grantor: Humanities Texas
- Purpose: Enable communities throughout the state to develop programs of local interest promoting heritage, culture, and education. To support a wide range of public programs: lectures, panel discussions, and conferences; teacher institutes; reading- and film-discussion groups; interpretive exhibits; television and radio programming; film production; and interactive multimedia programming.
- Eligibility: Nonprofit organizations and state and local governmental entities
- More Information: <https://www.humanitiestexas.org/grants>



Parents for Healthy Kids Grants

- Grantor: Action for Healthy Kids
- Purpose: To revamp or introduce fitness, nutrition, and other wellness programs.
- Eligibility: Be an eligible public school. Schools with greater than 50% of students eligible for free/reduced-priced meals may receive priority.
- Limitations: \$1,000 is maximum funding for a program.
- Deadline: 2020
- More information: <https://www.actionforhealthykids.org/school-grants-support/>

Public Assistance Grant Program

- Grantor: FEMA
- Purpose: to support communities' recovery from major disasters by providing them with grant assistance for debris removal, life-saving emergency protective measures, and restoring public infrastructure.
- Eligibility: Local Governments, states, tribes, territories and certain private nonprofit organization
- Limitations: The federal share of assistance is not less than 75 percent of the eligible cost. The Recipient determines how the non-federal share (up to 25 percent) is split with the sub-recipients (i.e. eligible applicants).
- Deadline: Rolling
- More information: <https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit>

Robert Wood Johnson Foundation Pioneering Ideas Brief Proposals

- Grantor: Robert Wood Johnson Foundation
- Purpose: The Texas Reads Grant funds public library programs to promote reading and literacy within local communities.
- Eligibility: Eligible public libraries, must be members of the Texas Library system
- Limitations: Maximum grant award is \$10,000. Grant will fund costs such as materials, professional services, and other operating expenses.
- Deadline: Opens February 14, 2020

- More information: <https://www.rwjf.org/en/how-we-work/submit-a-pioneering-ideas-brief-proposal.html>

Rural Health Network Development Planning Program

- Grantor: Health Resource & Services Administration
- Purpose: The purpose of the Network Planning program is to assist in the development of an integrated health care network, specifically with network participants who do not have a history of formal collaborative efforts. Network Planning goals are: (i) to achieve efficiencies; (ii) to expand access to, coordinate, and improve the quality of essential health care services; and (iii) to strengthen the rural health care system as a whole.
- Eligibility: Eligible applicants must be rural nonprofit private or rural public entities that represent a consortium/network composed of three or more health care providers.
- Limitations: N/A
- More information: <https://www.hrsa.gov/grants/fundingopportunities/default.aspx?id=d69c77dc-272b-4bdc-af32-85fa2de10542>

Rural LISC - Community Facilities Fund

- Grantor: National Center for Mobility Management
- Purpose: to provide capital to help develop and improve essential community facilities in rural areas. Rural LISC utilizes this fund to provide permanent and construction-to-permanent financing for rural community facilities, including health care centers, hospitals, educational facilities, and other nonprofit and public facilities in rural communities with populations under 20,000.
- Eligibility: Nonprofits or public entities
- Limitations: \$100,000 - \$8,000,000.
- Deadline: Assigned every two years. 2021
- More information: <https://nationalcenterformobilitymanagement.org/challenge-2019/School>

Texas Capital Fund (Rural)- Infrastructure/ Real Estate Development Programs

- Grantor: Texas Department of Agriculture
- Purpose: Supports rural business development, retention and expansion by providing funds for public infrastructure, real estate development, or the elim-

ination of deteriorated conditions. Provides grants or zero-interest loans for infrastructure and building improvements to create or retain permanent jobs.

- Application Deadline: February, May, August & November 2020
- Funding Limitation: \$1,000,000
- More information: <http://texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/TexasCapitalFund.aspx>

Texas Reads Grants

- Grantor: Texas State and Library Archives Commission
- Purpose: The Texas Reads Grant funds public library programs to promote reading and literacy within local communities.
- Eligibility: Eligible public libraries, must be members of the Texas Library system
- Limitations: Maximum grant award is \$10,000. Grant will fund costs such as materials, professional services, and other operating expenses.

Texas Treasures Grants

- Grantor: Texas State and Library Archives Commission
- Purpose: Designed to help libraries make their special collections more accessible for the people of Texas and beyond.
- Eligibility: Eligible public libraries, must be members of the TexShare Library Consortium.
- Limitations: Maximum grant award is \$7,500. Grant will fund costs to increase accessibility such as organizing, cataloging, indexing, or digitizing local materials.
- Deadline: March 8, 2020

Urgent Need Fund (Rural)

- Grantor: Texas Department of Agriculture
- Purpose: Grants that will restore rural infrastructure whose sudden failure poses an imminent threat to life or health.
- Eligibility: Non-entitlement cities under 50,000 in population and non-entitlement counties that have a non-metropolitan population under 200,000 and

are not eligible for direct CDBG funding from HUD may apply for funding through any of the Texas CDBG programs.

- Limitations: \$25,000-250,000, requires assessment.
- Deadline: Applications are accepted by invitation.
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\)/UrgentNeedFund.aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG)/UrgentNeedFund.aspx)

Walmart Foundation Community Grant Program

- Grantor: Walmart Foundation
- Purpose: Provides Grants for following areas: Hunger relief and healthy eating, health and human service, quality of life, education, community and economic development, diversity and inclusion, public safety, environmental sustainability.
- Eligibility: Hold a current tax-exempt status, be a recognized government entity, state, county or city agency. Are a K-12 public/private/charter school.
- Limitations: \$250-5,000
- More information: <https://walmart.org/how-we-give/local-community-grants>

Chapter 6 - Economy

Community Advantage Program

- Grantor: U.S. Small Business Administration
- Purpose: Loans are primarily designed for newer, veteran-owned, and underserved businesses that have difficulty securing traditional financing and can benefit from management and technical assistance.
- Eligibility: small businesses
- Max loan amount: \$ 250,000
- Interest rate: prime + 6%
- Terms: up to 25 years of real estate, 10 years for equipment and working capital
- Guarantee: 75 to 90%
- More information: <https://fitsmallbusiness.com/sba-community-advantage-loan-program/>



High Demand Job Training Program

- Grantor: Texas Workforce Commission (TWC)
- Purpose: to provide high-demand occupational job training in local workforce areas; to support Boards in partnering with local EDCs that use their local economic development sales taxes for high-demand job training.
- Eligibility: Local Workforce Development Board
- Limitations: one million dollars. Funds will be available through August 30, 2020.
- More information: <https://twc.texas.gov/high-demand-job-training-program>

Jobs & Education for Texans (JET) Grant Program

- Grantor: Texas Workforce Commission (TWC)
- Purpose: provides grants to eligible educational institutions to defray the start-up costs associated with developing career and technical education programs; Supports new, emerging industries or high-demand occupations; Offers new or expanded dual credit career and technical educational opportunities in public high schools.
- Eligibility: Public community, state or technical colleges; Independent school districts (ISD) entered into a partnership with a public community, state or technical college
- Limitations: \$10 million each biennium. Rolling Applications.
- More information: <https://twc.texas.gov/partners/jobs-education-texans-jet-grant-program>

Rural Business Development Grants

- Grantor: USDA
- Purpose: The RBEG program provides grants for rural projects that finance and facilitate the development of small and emerging rural businesses help fund distance learning networks, and help fund employment related adult education programs.
- Eligibility: Rural public entities (towns, communities, State agencies, and authorities), Indian tribes and rural private non-profit corporations are eligible to apply for funding.
- Limitations: Generally grants range \$10,000 up to \$500,000.

- Deadline: April (annually)
- More Information: <http://www.rd.usda.gov/programs-services/rural-business-development-grants>

SBA 7(a) Loan

- Grantor: U.S. Small Business Administration
- Purpose: to help small businesses to purchase real estate, equipment, working capital, or inventory.
- Eligibility: small businesses
- Max loan amount: \$ 5 million
- Interest rate: generally prime + a reasonable rate capped at 2.75%
- Terms: loan term varies according to the purpose of the loan, generally up to 25 years of real estate, 10 years for other fixed assets and working capital
- Guarantee: 50 to 90%
- More information: <https://www.sba.gov/partners/lenders/7a-loan-program>

SBA Disaster Loan Assistance (Business Physical Disaster Loans)

- Grantor: U.S. Small Business Administration
- Purpose: If you are in a declared disaster area and have experienced damage to your business, you may be eligible for financial assistance from the SBA. Businesses of any size and most private nonprofit organizations may apply to the SBA for a loan to recover after a disaster. These loan proceeds may be used for the repair or replacement of Real property, Machinery, Equipment, Fixtures, Inventory and Leasehold improvements.
- Eligibility: A business of any size or most private nonprofit organizations that are located in a declared disaster area and has incurred damage during the disaster may apply for a loan to help replace damaged property or restore its pre-disaster condition.
- Loan amount: up to \$2 million to qualified businesses or most private non-profit organizations.
- More information: <https://disasterloan.sba.gov/ela/Information/Business-PhysicalLoans>

SBA Export Express Loan

- Grantor: U.S. Small Business Administration
- Purpose: for business purposes that will enhance a company's export development. Export Express can take the form of a term loan or a revolving line of credit. As an example, proceeds can be used to fund participation in a foreign trade show, finance standby letters of credit, translate product literature for use in foreign markets, finance specific export orders, as well as to finance expansions, equipment purchases, and inventory or real estate acquisitions, etc.
- Eligibility: Any business that has been in operation, although not necessarily in exporting, for at least 12 full months and can demonstrate that the loan proceeds will support its export activity.
- Loan amount: up to \$500,000
- More information: <https://www.sba.gov/offices/headquarters/oit/resources/5715>

SBA Express Loan

- Grantor: U.S. Small Business Administration
- Purpose: to buy real estate, refinance debt, and access working capital.
- Eligibility: small businesses
- Max loan amount: \$ 350,000
- Interest rate: for loans less than \$50,000, prime + 6.5%; for loans of \$50,000 and greater, prime+4.75%.
- Terms: loan term varies according to the purpose of the loan, generally up to 25 years of real estate, 10 years for other fixed assets and working capital
- Guarantee: 50%
- More information: <https://www.fundera.com/business-loans/guides/sba-express-loan>

SBA International Trade Loan

- Grantor: U.S. Small Business Administration
- Purpose: provides small businesses with enhanced export financing options for their export transactions, to help small businesses enter and expand into international markets and, when adversely affected by import competition, make the investments necessary to better compete. The ITL offers a combination of fixed asset, working capital financing and debt refinancing with the SBA's

maximum guaranty— 90 percent— on the total loan amount.

- Eligibility: small businesses
- Loan amount: \$5 million
- More information: <https://www.sba.gov/offices/headquarters/oit/resources/14832>

SBA Microloan Program

- Grantor: U.S. Small Business Administration
- Purpose: Loans are primarily designed for newer, veteran-owned, and underserved businesses that have difficulty securing traditional financing and can benefit from management and technical assistance.
- Eligibility: small businesses
- Max loan amount: \$ 500 to \$ 50,000
- Interest rate: loans less than \$10,000, lender cost + 8.5%; loans \$10,000 and greater, lender cost + 7.75%;
- Terms: lender negotiated, no early payoff penalty
- More information: <https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/microloan-program%20>

SBA Working Capital Program

- Grantor: U.S. Small Business Administration
- Purpose: to purchase inventory to make the products you export or to finance receivables.
- Eligibility: small businesses
- Loan amount: \$5 million
- Interest Rate: negotiated between lender and business, fixed or variable rate.
- Terms: typically one year, cannot exceed three years
- Guarantee: up to 90%
- More information: <https://www.sba.gov/business-guide/grow-your-business/export-products>



Skills for Small Business

- Grantor: Texas Workforce Commission (TWC)
- Purpose: supports businesses with fewer than 100 employees, emphasizes training for new workers, and helps upgrade the skills of incumbent workers.
- Eligibility: small businesses
- Limitations: funds tuition and fees up to \$1,800 per newly hired employee and up to \$900 per incumbent employee. An individual employee can participate once per 12-month period. Funding for training is for full-time employees.
- More information: <https://twc.texas.gov/programs/skills-small-business-program-overview>

Small Business Administration Loan programs

- Grantor: U.S. Small Business Administration
- Purpose: works with lenders to provide loans to small businesses. The agency doesn't lend money directly to small business owners. Instead, it sets guidelines for loans made by its partnering lenders, community development organizations, and micro-lending institutions. General Small Business Loans, Micro-loan Program, Real Estate & Equipment Loans, and Disaster Loans.
- Eligibility: small businesses
- More information: <http://www.sba.gov/loanprograms>

The Texas Workforce Commission's Skill Development Program

- Grantor: Texas Workforce Commission through Texas Legislature
- Purpose: provides grants to community and technical colleges to provide customized job training programs for businesses who want to train new workers or upgrade the skills of their existing workforce.
- Eligibility: A business, a consortium of businesses, or trade union identifies a training need, and then partners with a public community or technical college.
- Limitations: Texas Administrative Code, Title 40, Part 20, Chapter 803 and Texas Labor Code, Chapter 303.
- More Information: <http://www.twc.state.tx.us/partners/skills-development-fund>

The Trade Adjustment Assistance Community College and Career Training (TAAC-CCT) Grant Program

- Grantor: U.S. Department of Labor and Department of Education
- Purpose: provides community colleges and other eligible institutions of higher education with funds to expand and improve their ability to deliver education and career training programs
- Eligibility: are suited for workers who are eligible for training under the TAA for Workers program, and prepare program participants for employment in high-wage, high-skill occupations.
- Limitations: have to be completed in two years or less
- More Information: <http://www.doleta.gov/taaccct/>

Chapter 7 - Downtown and Historic Preservation

Business Improvement Districts

- Grantor: Housing and Economic Development
- Purpose: for a range of services and/or programs, including marketing and public relations, improving the downtown marketplace or city/town center, capital improvements, public safety enhancements, and special events
- More Information: <http://www.mass.gov/hed/community/planning/bid.html>

Certified Local Government Grants (CLG)

- Grantor: U.S. Department of the Interior
- Purpose: Support and strengthen local preservation activities by encouraging communities to develop an action plan. CLG are mainly grants for the development of historic preservation programs, but they can also be used for the preparation of architectural drawings, façade studies, and condition assessments.
- Eligibility: Local, State, and Federal governments
- Limitations: States receive annual appropriations from the Federal Historic Preservation Fund.
- More Information: <https://www.nps.gov/clg/>

Community Development Block Grants (CDBG)

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: Formula grants for local governments to carry out community and economic development activities.
- Eligibility: State allocated Limitations: Apportioned to the States by a formula
- More Information: <http://www.reconnectingamerica.org/resource-center/federal-grant-opportunities/>

Community Facilities Direct Loan & Grant Program

- Grantor: U.S. Department of Agriculture
- Purpose: assist in the development of essential community facilities in rural areas and towns.
- Eligibility: public entities such as municipalities, counties, and special-purpose districts, as well as non-profit corporations and tribal governments. Towns of up to 20,000 in population.
- Limitations: Development Financing, Construction
- Deadline: Open
- More information: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Community Restoration and Resiliency Fund

- Grantor: Keep America Beautiful (KAB)
- Purpose: provides immediate and long-term support for initial and ongoing cleanup efforts and helps rebuild vital public spaces: parks, greenways, community gateways, Main Street/downtown areas, open spaces and more.
- Eligibility: KAB certified affiliates.
- More Information: <https://www.kab.org/resources/community-restoration-and-resiliency-fund>

Federal Historic Preservation Tax Incentives

- Grantor: National Park Services
- Purpose: encourage private sector investment in the rehabilitation and re-use of historic buildings. The community revitalization program is one of the nation's most successful and cost-effective community revitalization programs.
- Limitations: a 20% tax credit for the certified rehabilitation of certified historic structures; a 10% tax credit for the rehabilitation of non-historic, non-residential buildings built before 1936.
- More information: <http://www.nps.gov/tps/tax-incentives.htm>

Hart Family Fund for Small Towns

- Grantor: National Fund for Historic Preservation
- Purpose: intended to encourage preservation at the local level by providing seed money for preservation projects in small towns.
- Eligibility: Competition.
- Limitations: range from \$2,500 to \$10,000.
- More Information: <https://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/hart-family-fund>

HOPE VI Main Street Program

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: Small community grants to assist with downtown revitalization of a historic or traditional central business district by replacing unused commercial space with affordable housing units.
- Eligibility: Local governments with populations of 50,000 or less that currently have less than 100 public housing units
- Limitations: \$500,000, max grant \$500,000 (only one awardee)
- Deadline: July 30, 2020
- More Information: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet



Johanna Favrot Fund for Historic Preservation

- Grantor: National Fund for Historic Preservation
- Purpose: aims to save historic environments in order to foster an appreciation of our nation's diverse cultural heritage and to preserve and revitalize the livability of the nation's communities.
- Eligibility: Competition.
- Limitation: range from \$2,500 to \$150,000
- More Information: <https://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/favrot-fund>

National Environmental Policy Act and/or the National Historic Preservation Act Review

- Grantor: National Endowment for the Arts
- Purpose: The grant will fund, The commissioning and installation of temporary or permanent outdoor furnishings such as benches or market structures or art such as a sculpture or mural, an arts festival in a park, design planning and services for projects that may involve a historic site, structure, or district.
- Eligibility: A project involving or occurring near a district, site, building, landscape, structure or object that is 50 years old and therefore eligible for inclusion in the National Register of Historic Places (please note that in some instances, buildings or structures may be included in or eligible for inclusion in the National Register of Historic Places that are less than 50 years old).
- More Information: <https://www.arts.gov/grants-organizations/art-works/arts-education>

Preservation Technology and Training Grants

- Grantor: U.S. Department of the Interior
- Purpose: provides funding for innovative research that develops new technologies or adapt existing technologies to preserve cultural resources. Grant recipients undertake innovative research and produce technical reports which respond to national needs in the field of historic preservation.
- Eligibility: federal agencies, states, tribes, local governments, and non-profit organizations.
- Funding Limitation: Up to \$30,000
- Deadline: February 14, 2020

- More information: <https://www.ncptt.nps.gov/grants/preservation-technology-and-training-grants/>

Texas Capital Fund (Rural)- Main Street/ Downtown Revitalization Programs

- Grantor: Texas Department of Agriculture
- Purpose: Supports rural business development, retention and expansion by providing funds for public infrastructure, real estate development, or the elimination of deteriorated conditions. Provides grant funds for public infrastructure to eliminate deteriorated conditions and foster economic development in historic main street areas and rural downtown areas.
- Application Deadline: October 2019
- Funding Limitation: \$350,000
- More information: <http://texasagriculture.gov/GrantsServices/RuralEconomic-Development/TexasCapitalFund.aspx>

The Cynthia Woods Mitchell Fund for Historic Interiors

- Grantor: National Fund for Historic Preservation
- Purpose: to assist in the preservation, restoration, and interpretation of historic interiors.
- Eligibility: Only Organizational Level Forum members or Main Street America members of the National Trust are eligible to apply for funding from the Cynthia Woods Mitchell Fund for Historic Interiors.Competition.
- Limitations: range from \$2,500 to \$10,000
- More Information: <https://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/cynthia-woods-mitchell-fund>

The Federal Historic Preservation Tax Incentives program

- Grantor: The National Park Service and the Internal Revenue Service in partnership with State Historic Preservation Offices.
- Purpose: Encourage private sector investment in the rehabilitation and re-use of historic buildings. The community revitalization program is one of the nation's most successful and cost-effective community revitalization programs.
- Limitations: a 20% tax credit for the certified rehabilitation of certified historic structures; a 10% tax credit for the rehabilitation of non-historic, non-resi-

dential buildings built before 1936.

- More information: <https://www.nps.gov/TPS/tax-incentives.htm>

The Peter H. Brink Leadership Fund

- Grantor: National Fund for Historic Preservation
- Purpose: to support the leadership and effectiveness of staff and board members of preservation organizations to fulfill their mission and to create a stronger, more effective preservation movement.
- Limitation: reimburse travel costs and provide an honorarium for the mentor up to a maximum total of \$2,500. Applications are accepted on a rolling basis throughout the year.
- More Information: <https://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/brink-fund>

The Southwest Intervention Fund

- Grantor: National Fund for Historic Preservation
- Purpose: provides support for preservation planning efforts and enables prompt responses to emergency threats or opportunities in the eligible states.
- Eligibility: Southwest region, exclusively in Arizona, Colorado, New Mexico, West Texas* and Utah.
- Limitations: Grants generally range from \$2,500 to \$10,000.
- Deadlines: February 1, June 1, October 1 annually.
- More Information: <https://forum.savingplaces.org/build/funding/grant-seekers/specialprograms/southwest-fund>

Chapter 8 - Parks and Environment

Acres for America

- Grantor: Wells Fargo and National Fish and Wildlife Foundation
 - Chloe Elberty (Coordinator) Chloe.Elberty@nfwf.org 202-595-2434
- Purpose: Grant - “The Resilient Communities program will award approximately \$ 3 million in grants to projects in 2019. Each grant will range from \$200,000 to \$500,000 depending on category and will be awarded to eligible entities working to help communities become more resilient. This program

has one round of applications per year and awards approximately 4 to 8 grants annually.”

- Eligibility: Eligible applicants include non-profit 501(c) organizations, local governments, Native American tribes.
- Limitations: \$200,000 to \$500,000
 - The ratio of matching funds offered is one criterion considered during the review process and projects that meet or exceed a 1:1 match ratio will be more competitive.
- Deadline: Assigned annually
- More information: Description of Acres for America- <https://www.nfwf.org/acresforamerica/Pages/home.aspx> ; Request for proposal information- <https://www.nfwf.org/acresforamerica/Pages/2019rfp.aspx>

Agricultural Water Conservation Grant and Loan Programs

- Grantor: Texas Water Development Board (TWDB)
- Purpose: Provides financial assistance for agricultural water conservation projects in Texas.
- Eligibility: State agencies, Political Subdivisions.
- Funding limitations: up to \$600,000 annually; Low-interest loans with fixed interest rates, up to 10 year repayment terms.
- Deadline: Rolling
- More information: <http://www.twdb.texas.gov/financial/programs/AWCL/index.asp>

Boating Access Grants

- Grantor: Texas Parks and Wildlife Department
- Purpose: For the construction of public boat ramp facilities throughout Texas.
- Eligibility: Local government sponsors must make an application, provide the land, provide access to the proposed boat ramp, supply 25% of the development costs, and accept operation and maintenance responsibilities for a minimum 25-year period.
- Limitations: This grant program provides 75% matching grant funds. These funds are allocated annually through the federal Sport Fish Restoration Act.
- Deadlines: October 1, 2020



- More information: <https://tpwd.texas.gov/business/grants/recreation-grants/boating-access>

Brownfields Grants

- Grantor: U.S. Environmental Protection Agency
- Purpose: to help pay for area-wide brownfields planning, assessment, and cleanup.
- Eligibility: States, Local Governments, and nonprofit organizations.
- Limitations: Up to \$200,000 over three years or \$1M for coalitions over 3 years EPA encourages applicants to show how their projects will fit into their communities' master plans or development plans.
- Deadline: November 1, 2020
- More information: <https://www.epa.gov/brownfields/types-brownfields-grant-funding>

Building Blocks for Sustainable Communities

- Grantor: Environmental Protection Agency
- Purpose: Building Blocks for Sustainable Communities provides quick, targeted technical assistance to selected communities using a variety of tools that have demonstrated results and widespread application. The purpose of delivering these tools is to stimulate a discussion about growth and development and strengthen local capacity to implement sustainable approaches.
- Eligibility: states, territories, Indian Tribes, interstate organizations, intrastate organizations, and possessions of the U.S., including the District of Columbia; public and private universities and colleges, hospitals, laboratories, and other public or private nonprofit institutions.
- Limitations: Selected communities receive assistance in the form of a facilitated process that includes a one- or two-day in the community with a team of national experts in disciplines that match the community's needs. Application required.
- Deadline: Application: Rolling
- More Information: <http://www2.epa.gov/smartgrowth/building-blocks-sustainable-communities>

Clean Water State Revolving Fund (CWSRF)

- Grantor: Texas Water Development Board (TWDB)
- Purpose: This program provides low-interest loans that can be used for planning, design, and construction of wastewater treatment facilities, wastewater recycling and reuse facilities, collection systems, storm water pollution control, nonpoint source pollution control, and estuary management projects.
- Eligibility: The program is open to a range of borrowers including municipalities, communities of all sizes, farmers, homeowners, small businesses, and nonprofit organizations. Project eligibility varies according to each state's program and priorities. Loans for wastewater treatment plant projects are only given to political subdivisions with the authority to own and operate a wastewater system.
- Funding limitations: The program offers fixed and variable rate loans at subsidized interest rates. The maximum repayment period for a CWSRF loan is 30 years from the completion of project construction. Mainstream funds offer a net long-term fixed interest rate of 1.30% below market rate for equivalency loans (project adheres to federal requirements) and 0.95% for non-equivalency (project adheres to state requirements) loans. Disadvantaged community funds may be offered to eligible communities with principal forgiveness of 30%, 50%, or 70% based upon the adjusted annual median household income and the household cost factor.
- Deadline: Rolling application
- More information: <http://www.twdb.texas.gov/financial/programs/CWSRF/>

Community Development Block Grant Mitigation Funds

- Grantor: Texas General Land Office
- Purpose: These funds were allocated to Texas by the U.S. Department of Housing and Urban Development (HUD) for mitigation programs, projects, and planning in the areas affected by Hurricane Harvey as well as 2015 and 2016 Floods
- Eligibility: Areas affected by Hurricane Harvey or other floods
- Deadline: Rolling

More Information: <https://recovery.texas.gov/public-notice/index.html>

Community Outdoor Outreach Program (CO-OP) Grants

- Grantor: Texas Parks and Wildlife Department
- Purpose: The CO-OP grant helps to introduce under-served populations to the services, programs, and sites of Texas Parks & Wildlife Department.
- Eligibility: Grants are awarded to non-profit organizations, schools, municipalities, counties, cities, and other tax-exempt groups.
- Limitations: This is not a land acquisition or construction grant; this is only for programs.
- Deadline: December 4, 2020
- More information: <https://tpwd.texas.gov/business/grants/recreation-grants/community-outdoor-outreach-program-co-op-grants>

Community & Recovery Tree Planting Grants

- Grantor: Keep America Beautiful (KAB)
- Purpose: reducing levels of carbon dioxide (CO2) and greenhouse gas emissions through strategic plantings; emphasizing the importance of native trees; or planting fruit trees to produce fruit for local consumption, planting trees that have a greater likelihood of withstanding disasters (e.g., roots hold soil and prevent erosion, lessen runoff to mitigate flooding).
- Eligibility: KAB certified affiliates.
- Limitations: \$5,000
- Deadline: October 22, 2020
- More Information: <https://www.kab.org/resources/community-grants>

Drinking Water State Revolving Fund (DWSRF)

- Grantor: Texas Water Development Board (TWDB)
- Purpose: Provides low-cost financial assistance for planning, acquisition, design, and construction of water infrastructure.
- Eligibility: Publicly and privately owned community water systems, including nonprofit water supply corporations and nonprofit, non-community public water systems. Both below market interest rate loans and loan forgiveness (similar to grants) is offered.
- Limitations: Loan - additional subsidies available for disadvantaged communities, green projects, very small systems, and urgent need situations. 2.15%

Loan origination fee.

- Deadline: Rolling application
- More information: <http://www.twdb.texas.gov/financial/programs/DWSRF/index.asp>

Economically Distressed Areas Program

- Grantor: Texas Water Development Board (TWDB)
- Purpose: This program provides financial assistance for water and wastewater services in economically distressed areas where present facilities are inadequate to meet residents' minimal needs. The program also includes measures to prevent future substandard development.
- Eligibility: Projects must be located in an area that was established as a residential subdivision as of June 1, 2005, median household income less than 75% of the median state household income, has an inadequate water supply or sewer services to meet minimal residential needs and a lack of financial resources to provide water supply or sewer services to satisfy those needs. All political subdivisions, including cities, counties, water districts, and nonprofit water supply corporations, are eligible to apply for funds. The applicant, or its designee, must be capable of maintaining and operating the completed system.
- Funding limitations: Financial support is in the form of grant or combination of a grant and a loan. The program does not fund ongoing operation and maintenance expenses, nor does it fund new development.
- Deadline: Rolling
- More information: <http://www.twdb.texas.gov/financial/programs/EDAP/>

FEMA Flood Mitigation Assistance (FMA) Grants

- Grantor: Texas Water Development Board (TWDB)
- Purpose: The Flood Mitigation Assistance (FMA) program provides grants to assist communities in implementing measures to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes, and other structures insurable under the National Flood Insurance Program (NFIP).
- Eligibility: Political subdivision (including any Indian or authorized tribal or native organization) that has zoning and building code jurisdiction over a particular area having special flood hazards and is participating in the NFIP.
- Funding Limitations: FEMA may contribute up to 75 percent of the total eligible costs. At least 25 percent of the total eligible costs must be provided by a nonfederal source.



- Deadline: January 31, 2020
- More information at <http://www.fema.gov/flood-mitigation-assistance-grant-program>

Hazard Mitigation Grant Program

- Grantor: FEMA
- Purpose: provides grants to states and local governments to implement long-term hazard mitigation measures after a Major Disaster Declaration.
- Eligibility: state, territorial, and local governments, Federally-recognized tribes or tribal organizations, and certain nonprofit organizations. Individual homeowners and businesses may not apply directly to the program; however, a community may apply on their behalf.
- Deadline: The applicant must submit all HMGP sub applications to FEMA within 12 months of the date of the Presidential Major Disaster Declaration.
- More information: <https://www.fema.gov/hazard-mitigation-grant-program-guide-state/local-governments>

Landowner Incentive Program (LIP)

- Grantor: Texas Parks and Wildlife Department (TPWD)
- Purpose: The program offers project cost-sharing for projects that positively impact the valuable riparian areas and watershed in Texas. Projects showing the greatest benefit to targeted watersheds will receive priority as do projects offering long-term protection, long-term monitoring and greater than the required minimum landowner contribution.
- Eligibility: Eligible parties include private, non-federal landowners wishing to enact good conservation practices on their lands in targeted eco-regions. Targeted eco-regions may change from year to year.
- Funding limitations: Contracts will require a minimum of 25% landowner contribution (in-kind labor, materials, monetary, etc.).
- Deadline: Rolling application
- More information: <http://www.tpwd.state.tx.us/landwater/land/private/lip>

Outdoor Recreation Grants

- Grantor: Texas Parks and Wildlife Department

- Purpose: This grant provides 50% matching grant funds to acquire and develop parkland or to renovate existing public recreation areas.
- Eligibility: For municipalities, counties, MUDs and other local units of government with populations less than 500,000. Eligible sponsors include cities, counties, MUDs, river authorities, and other special districts.
- Limitations: Projects must be completed within three years of approval. The master plans submission deadline is at least 60 days prior to the application deadline.
- Deadline: December 4, 2020
- More information: For complete information on this grant, please download the Outdoor Recreation Grant Application; <http://www.nps.gov/lwcf/index.htm>

Pre-Disaster Mitigation Program

- Grantor: Federal Emergency Management Agency (FEMA)
- Purpose: This program assists local governments in implementing cost-effective hazard mitigation activities that complement a comprehensive mitigation program.
- Eligibility: In order to be eligible the city must be in good standing with the National Flood Insurance Program.
- Funding Limitations: This grant should be used for hazard planning activities but cannot be used for major flood control projects, warning systems, engineering designs, feasibility studies not integral to proposed projects, generators not integral to a proposed project, phased or partial projects, flood studies or mapping, or response and communication equipment.
- Deadline: January 31, 2020
- More information: <http://www.fema.gov/pre-disaster-mitigation-grant-program>

Recreation Grants

- Grantor: Texas Parks and Wildlife Department
- Purpose: This grant was created to meet recreation needs. The grant provides 50% matching grant funds to eligible municipalities and counties. Funds must be used for development or acquisition of parkland.
- Eligibility: Must be a small Texas community with a population of 20,000 and under. Eligible projects include ball fields, boating, fishing, and hunting facilities, picnic facilities, playgrounds, swimming pools, trails, camping facilities,

beautification, restoration, gardens, sports courts and support facilities.

- Deadline: December 4, 2020
- More information: <https://tpwd.texas.gov/business/grants/recreation-grants>

Recreational Trail Grants

- Grantor: Texas Parks and Wildlife Department
- Purpose: TPWD administers the National Recreational Trails Fund in Texas under the approval of the Federal Highway Administration (FHWA). This federally funded program receives its funding from a portion of federal gas taxes paid on fuel used in non-highway recreational vehicles.
- Eligibility: Funds can be spent on both motorized and non-motorized recreational trail projects such as the construction of new recreational trails, to improve existing trails, to develop trailheads or trailside facilities, and to acquire trail corridors.
- Limitations: The grants can be up to 80% of project cost with a maximum of \$200,000 for non-motorized trail grants and currently there is not a maximum amount for motorized trail grants (call 512-389-8224 for motorized trail grant funding availability).
- Deadline: February 1, 2020
- More information: <https://tpwd.texas.gov/business/grants/recreation-grants/recreational-trails-grants>;

Recreational Trails Program (RTP)

- Grantor: Department of Transportation's Federal Highway Administration (FHWA)
- Purpose: provides funds to the States to develop and maintain recreational trails and trail-related facilities for both non motorized and motorized recreational trail uses
- More Information: https://www.fhwa.dot.gov/environment/recreational_trails/

Resilient Communities Program

- Grantor: Wells Fargo and National Fish and Wildlife Foundation
 - Carrie Clingan (Director) carrie.clingan@nfwf.org
- Purpose: Grant - "Grants will be offered once a year to support priority proj-

ects in states and communities associated with Wells Fargo operations. Additional priorities and funding guidelines may be found within the program's Request for Proposals."

- Eligibility: Eligible applicants include non-profit 501(c) organizations, local governments, Indian tribes.
- Funding Limitations: \$200,000 to \$500,000 (The ratio of matching funds offered is one criterion considered during the review process and projects that meet or exceed a 1:1 match ratio will be more competitive.)
- Deadline: November 1, 2020
- More information: Description of Resilient Communities Program- <https://www.nfwf.org/resilientcommunities/Pages/home.aspx> ; Request for Proposal Information- <https://www.nfwf.org/resilientcommunities/Pages/2019rfp.aspx>

Rivers, Trails and Conservation Assistance (15.921)

- Grantor: Department of the Interior
- Purpose: will help create local, regional and state networks of parks, rivers, trails, greenways and open spaces by collaborating with community partners and National Park areas in every state.
- Eligibility: Private nonprofit organizations and Federal, State and local government agencies. Private nonprofit organizations and Federal, State and local government agencies. Not applicable. OMB Circular No. A-87 applies to this program
- Limitations: Range \$3,000 to \$237,000; Average \$45,000.
- More Information: <https://www.cfda.gov/index?s=program&mode=form&ctab=core&id=0eb58e82a9a678d4d621062e2ea27978>

Rural Water Assistance Fund (RWAF)

- Grantor: Texas Water Development Board (TWDB)
- Purpose: To assist small rural utilities to obtain low-cost financing for water and wastewater projects. The program also offers tax-exempt equivalent interest rate loans with long-term finance options.
- Eligibility: "rural political subdivisions"- nonprofit water supply corporations, districts, municipalities serving a population of 10,000 or less, and counties in which no urban area has a population exceeding 50,000.
- Funding limitations: Only loans offered.



- Deadline: Rolling
- More information: <http://www.twdb.texas.gov/financial/programs/RWAF/index.asp>

Rural Water & Waste Disposal Loan & Grant Program

- Grantor: U.S. Department of Agriculture (USDA)
- Purpose: Provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal, and storm water drainage to households and businesses in eligible rural areas.
- Eligibility: Rural areas, cities, and towns with a population up to 10,000
- Limitations: quarterly interest rates, maximum repayment period 40 years
- Deadline: Rolling
- More information: <http://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program>

Rural Water & Waste Disposal Loan Guarantees

- Grantor: U.S. Department of Agriculture (USDA)
- Purpose: To help private lenders provide affordable financing to qualified borrowers to improve access to clean, reliable water and waste disposal systems for households and businesses in rural areas.
- Eligibility: Rural areas, cities, and towns with a population up to 10,000
- Limitations: 90% private lender
- Deadline: Rolling
- More information: <http://www.rd.usda.gov/programs-services/water-waste-disposal-loan-guarantees>

Smart Growth Implementation Assistance (SGIA) program

- Grantor: Environmental Protection Agency
- Purpose: focuses on complex or cutting-edge issues, such as stormwater management, code revision, transit-oriented development, affordable housing, infill development, corridor planning, green building, and climate change.

- Eligibility: Tribes, states, regions, local governments, as well as nonprofits that have a partnership with a government entity.
- Limitations: Applicants can submit proposals under 4 categories: community resilience to disasters, job creation, the role of manufactured homes in sustainable neighborhood design or medical and social service facilities siting.
- Deadline: Rolling
- More Information: <http://www2.epa.gov/smartgrowth/smart-growth-implementation-assistance>

State Participation Program- Regional Water and Wastewater Facilities

- Grantor: Texas Water Development Board (TWDB)
- Purpose: Provides funding and assume a temporary ownership interest in a regional water, wastewater, or flood control project when the local sponsors are unable to assume debt for an optimally sized facility. Allows for the “right sizing” of projects in consideration of future needs.
- Eligibility: Political subdivision of the state, including a water supply corporation, that can sponsor construction of a regional water or wastewater project
- Funding limitations: Loans offered. The State Participation program has no available funding until appropriations are received from the Legislature.
- Deadline: Rolling
- More information: <http://www.twdb.texas.gov/financial/programs/SPP/index.asp>

State Water Implementation Fund for Texas (SWIFT)

- Grantor: Texas Water Development Board (TWDB)
- Purpose: This program helps communities to develop cost-effective water supplies by providing low-interest loans, extended repayment terms, deferral of loan repayments, and incremental repurchase terms.
- Eligibility: Any political subdivision or nonprofit water supply corporation with a project included in the most recently adopted state water plan.
- Funding limitations: Financial support is in the form of a variety of loans and is available twice a year. A priority rating process applies. Grants are not available.
- Deadline: September 27, 2020
- More information: <http://www.twdb.texas.gov/financial/programs/SWIFT/index.asp>

Texas Paddling Trails (TBT)

- Grantor: The Texas Parks and Wildlife program.
- Purpose: was designed to promote the development of paddling trails throughout the state. It provides assistance to community partners, promotes the trails on the TPWD website, and provides TPT kiosk design options, trail maps, and official marker signs for put-in and take-out locations.
- More Information: <http://www.tpwd.state.tx.us/fishboat/boat/paddlingtrails/>

Texas Water Development Fund (DFund)

- Grantor: Texas Water Development Board (TWDB)
- Purpose: This program enables the TWDB to fund projects with multiple purposes (e.g., water and wastewater) in one loan.
- Eligibility: Political subdivisions (cities, counties, districts, and river authorities) and nonprofit water supply corporations.
- Funding limitations: Loans offered.
- Deadline: Rolling application
- More information: <http://www.twdb.texas.gov/financial/programs/TWDF/index.asp>

The Conservation Fund

- Grantor: “A nonprofit organization that operates with an entrepreneurial culture”
 - Reggie Hall (Director) rhall@conservationfund.org 703-908-5825
- Purpose: Conservation Loan - to conserve America’s legacy of land and water resources
- Eligibility: Non-profit, municipal and tribal organizations in good standing
- Funding Limitations:
 - Minimum Loan Amount: \$200,000 (extraordinary exceptions considered).
 - Interest: Contact for current rate.
 - Term: Minimum of 90 days and a maximum of 3 years (extraordinary exceptions considered). If a loan is needed for less than 90 days, 90 days’ worth of interest will be due at maturity.

- Payment Schedule: To be negotiated.

More information:

- Description of the conservation fund program- https://www.conservation-fund.org/images/resources/Conservation_Loans_Program.pdf
- Application and specifics- https://www.conservationfund.org/images/programs/files/Loan_Application_2017.pdf

The Lorrie Otto Seeds for Education Grant Program

- Grantor: Donations
- Purpose: For more than 20 years, this Wild Ones donor-funded program has provided small grants ranging from \$100 to \$500 for naturally landscaped projects throughout the United States. Youth participate directly in the planning, planting, and care of the native plant gardens.
- Limitation: These funds are designated for native plants and seeds for outdoor learning areas that engage children, preschool to high school.
- Deadline: October 15, 2020
- More Information: <http://www.wildones.org/seeds-for-education/>

The Texas Parks and Wildlife Department (TPWD) Grants and Assistance

- Grantor: Texas Parks and Wildlife
- Purpose: to support planning efforts that help cities increase access to high-quality parks within a 10-minute walk.
- Eligibility: largest metroplex to the smallest rural community
- Also provides an extensive database of grant opportunities for outdoor recreation, indoor recreation, small communities, outdoor outreach programs, and recreational trails.
 - CO-OP grants
 - Recreational Trail Grants
 - Boating access grants
 - Landowner Incentive Program
 - Section 6 Grants
 - Education and Technical Assistance Programs



- Sportfish Restoration Program
- Clean Vessel Act (CVA) Grants
- Local Parks Grants
- Target Range Grants
- Game Bird Habitat Management Grants
- Pastures for Upland Bird Program
- Pittman-Robertson Wildlife Research Grants
- Conservation License Plate Grant Program
- State Wildlife Grants
- Zebra / Quagga Mussel Research
- Vendor Invoice Template
- Texas Farm and Ranch Lands Conservation Program
- Deadlines: Different Grants range throughout the year
- More information: <http://www.tpwd.state.tx.us/business/grants/>

Water and Environmental Programs

- Grantor: United States Department of Agriculture (USDA)
- Purpose: This program provides financial assistance for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities and towns of 10,000 or less. Technical assistance and training is also available to assist rural communities with their water, wastewater, and solid waste problems.
- Eligibility: Public bodies, non-profit organizations and recognized Indian Tribes
- Funding limitations: Financial assistance is provided in various ways including direct or guaranteed loans, grants, technical assistance, research and educational materials. Different amounts of assistance exist depending on the project type and financial tool the participant is seeking.
- Deadline: Rolling
- More information: <https://www.rd.usda.gov/programs-services/all-programs/water-environmental-programs>

Wetlands Reserve Program

- Grantor: Natural Resources Conservation Service (NRCS)
- Purpose: Provides technical and financial support to landowners with their wetland restoration efforts. The programs aims to offer landowners the opportunity to protect, restore, and enhance wetlands on their property.
- Eligibility: Lands that are eligible under this program include: wetlands farmed under natural conditions; farmed wetlands; prior converted cropland, farmed wetland pasture; certain lands that have the potential to become a wetland as a result of flooding; rangeland, pasture, or forest production lands where the hydrology has been significantly degraded and can be restored; riparian areas which link protected wetlands; lands adjacent to protected wetlands that contribute significantly to wetland functions and values; and wetlands previously restored under a local, state, or federal Program that need long-term protection.
- Funding limitations: For permanent easements, 100% of the easement value and 100% of the restoration costs will be funded. For 30-year easements, 75% of the easement value and up to 75% of the restoration costs are funded. For an agreement to restore wetlands without an easement, up to 75% of the restoration costs will be funded. A 30-year contract is available for tribal land and funding allocation is up to 75% of the restoration costs.
- More information: <http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/easements/wetlands>

10-Minute Walk Planning Grant and Technical Assistance

- Grantor: National Recreation and Park Association with support from The JPB Foundation
- Purpose: Provide grants and technical assistance to support planning efforts that help cities increase access to high-quality parks within a 10-minute walk. In the third round of grants 10 cities will receive \$40,000 to work alongside NRPA, The Trust for Public Land (TPL), and the Urban Land Institute (ULI) to develop their highest, best, and measurable commitment to the 10-Minute Walk Campaign.
- Eligibility: The main applicant must be a local government agency that builds and/or operates parks (e.g., municipal park and recreation department, tribal recreation department, public works department that manages parks etc.) or affiliated 501c(3) non-profit organization. The Mayor of the city applying must be signed on to the 10-Minute Walk Campaign and provide a statement of support for this application. At least 2 partners (outside of parks and recreation) must partner with you on this project and provide signed statements of support.
- More information: <https://www.nrpa.org/our-work/partnerships/initiatives/10-minute-walk/grants-technical-assistance/>

Chapter 9 - Housing

Capacity Building for Community Development and Affordable Housing Grants

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: for intermediary organizations to assist HUD in providing technical assistance to community development corporations and community housing development organizations to carry out community development and affordable housing activities that benefit low-income families.
- Eligibility: Community development financing institutions (CDFIs)
- Limitations: \$49.4 million
- Deadline: Rolling
- More Information: <http://portal.hud.gov/hudportal/HUD?src=/hudprograms/capacitybuilding>

Choice Neighborhoods Implementation Program

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: to revitalize severely distressed public and/or HUD-assisted multifamily housing in distressed neighborhoods into viable, mixed-income communities with access to well-functioning services, high quality educational programs, public transportation, and jobs.
- Eligibility: \$110 million
- Limitations: Public housing authorities (PHAs), local governments, nonprofits, tribal entities and for-profit developers that apply jointly with a public entity. Preferred Sustainability Applicants receive an additional two bonus points.
- More Information: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/cn/grants

Choice Neighborhoods Initiative Planning Grant

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: to revitalize severely distressed public and/or HUD-assisted multifamily housing in distressed neighborhoods into viable, mixed-income communities with access to well-functioning services, high quality educational programs, public transportation, and jobs.
- Eligibility: Public housing authorities, local governments, nonprofits, and for-profit developers that apply jointly with a public entity. Preferred Sustainability Applicants receive an additional two bonus points.

- Limitations: \$ 5 million
- Deadlines: Annual
- More Information: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/cn/planninggrants

Community Development Block Grant (CDBG)

- Grantor: U.S. Department of Housing and Urban Development (HUD).
- Purpose: Provides communities with resources to address a wide range of unique community development needs. Assists urban, suburban and rural communities to improve housing and living conditions and expand economic opportunities for low- and moderate-income persons.
- Eligibility: States and local governments.
- Limitations: Apportioned to States and local governments by a formula
- Deadline: Annually apportioned
- More Information: http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs

Community Development Block Grant Disaster Recovery (CDBG-DR)

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations. It serves to address job losses, impacts on tax revenues, and impact to business.
- Eligibility: cities, counties and States.
- Limitations: \$4.383 billion for Texas
- Deadline: Rolling
- More information: <https://www.hudexchange.info/programs/cdbg-dr/>

Community Development Block Grant (TxCDBG) Program for Rural Texas

- Grantor: Texas Department of Agriculture
- Purpose: develop viable communities by providing decent housing and suitable living environments, and expanding economic opportunities principally for persons of low- to moderate-income.



- Eligibility: non-entitlement cities and counties whose populations are less than 50,000 and 200,000 respectively, and are not participating or designated as eligible to participate in the entitlement portion of the federal Community Development Block Grant Program.
- Limitations: Population 50,000 city and 200,000 county.
- Deadline: Annually Apportioned.
- More information: [http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant\(CDBG\).aspx](http://www.texasagriculture.gov/GrantsServices/RuralEconomicDevelopment/RuralCommunityDevelopmentBlockGrant(CDBG).aspx)

Community Facilities Direct Loan & Grant Program

- Grantor: U.S. Department of Agriculture
- Purpose: assist in the development of essential community facilities in rural areas and towns.
- Eligibility: public entities such as municipalities, counties, and special-purpose districts, as well as non-profit corporations and tribal governments. Towns of up to 20,000 in population.
- Limitations: Development Financing, Construction
- Deadline: Open
- More information: <https://www.rd.usda.gov/programs-services/community-facilities-direct-loan-grant-program>

Community Development Block Grant Mitigation Funds

- Grantor: Texas General Land Office
- Purpose: These funds were allocated to Texas by the U.S. Department of Housing and Urban Development (HUD) for mitigation programs, projects, and planning in the areas affected by Hurricane Harvey as well as 2015 and 2016 Floods
- Eligibility: Areas affected by Hurricane Harvey or other floods
- Limitations:
- Deadline: Rolling
- More Information: <https://recovery.texas.gov/public-notice/index.html>

Distressed Cities Technical Assistance

- Grantor: HUD
- Purpose: To build the administrative capacity of smaller distressed communities recently impacted by a natural disaster. The focus of this TA includes financial management, economic development, and disaster recovery planning.
- Eligibility: Eligibility is three-fold
 - Distressed Community: unemployment rate of 9% or more over the past 3 years; poverty rate of 20% or more among individuals not enrolled in higher education; population decline of 5% or more between the 2010 Decennial Census and the most recent ACS 5-year Estimates
 - Impacted by Natural Disaster: community in a county that experienced a Presidentially declared disaster from 2015 onward
 - Population Size: less than 40,000

More Information: <https://www.hudexchange.info/programs/distressed-cities/>

Housing Preservation & Revitalization Demonstration Loans & Grants

- Grantor: U.S. Department of Agriculture
- Purpose: provide affordable multi-family rental housing
- Eligibility: for very low-, low-, and moderate-income families; the elderly; and persons with disabilities.
- Deadline: April 30, 2020
- More Information: <http://www.rd.usda.gov/programs-services/housing-preservation-revitalization-demonstration-loans-grants>

HOPE VI Main Street Program

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: Small community grants to assist with downtown revitalization of a historic or traditional central business district by replacing unused commercial space with affordable housing units.
- Eligibility: Local governments with populations of 50,000 or less that currently have less than 100 public housing units
- Limitations: \$500,000, max grant \$500,000 (only one awardee)
- Deadline: July 30, 2020

- More Information: https://www.hud.gov/program_offices/public_indian_housing/programs/ph/hopec6/grants/mainstreet

Housing Preservation Grants (HPG)

- Grantor: U.S. Department of Agriculture Rural Development
- Purpose: provides grants to sponsoring organizations for the repair or rehabilitation of housing owned or occupied by low- and very-low-income rural citizens.
- Eligibility: Most State and local governmental entities, nonprofit organizations, Federally Recognized Tribes. Individual homeowners are not eligible. Rural areas and towns with 20,000 or fewer people.
- Limitations: USDA will award a total of \$15,888,420 in Housing Preservation Grant Program funding for the repair and rehabilitation of rural housing units.
- Deadline: Rolling
- More information: <https://flh.fhwa.dot.gov/programs/erfo/>

LEED for Cities and Communities Grant

- Grantor: U.S. Green Building
- Purpose: building smart cities and resilient communities, provide support to a cohort of local governments pursuing certification under the LEED for Cities and Communities rating system.
- Eligibility: local governments
- Limitations: \$25,000
- Deadline: March 22, 2020
- More Information: <https://www.usgbc.org/articles/apply-leed-cities-and-communities-grant>

Low Income Housing Tax Credit (4%)

- Grantor: HUD
- Purpose: Generate equity capital for the construction and rehabilitation of affordable rental housing.
- Eligibility: Determined by state housing finance agency
- If the projects involve acquisition and substantial rehabilitation expenditures,

and are funded with Tax-Exempt Bonds only qualify for 4%.

- Deadline: Rolling Application
- More information: <https://tdhca.state.tx.us/multifamily/housing-tax-credits-4pct/index.htm>

Low Income Housing Tax Credit (9%)

- Grantor: Department of the Treasury
- Purpose: Generate equity capital for the construction and rehabilitation of affordable rental housing.
- Eligibility: Determined by state housing finance agency
- 9% LIHTC are possible if the projects are not funded by federal Tax-Exempt Bonds, and meet the other basic qualifications of LIHTC.
- Deadline: Rolling Application
- More information: <http://www.tdhca.state.tx.us/multifamily/housing-tax-credits-9pct/>

Low-Income Housing Tax Credit (LIHTC)

- Grantor: U.S. Treasury Department via the Internal Revenue Code
- Purpose: directing private capital toward the development and preservation of affordable rental housing for low-income households.
- Eligibility: Private for-profit and nonprofit developers. Tenants earning up to 60% of the area median family income (AMFI), which varies by area.
- Deadline: Rolling
- More information can be found at <http://www.huduser.org/portal/datasets/lihtc.html>

Neighborhood Stabilization Program (NSP)

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: to stabilize communities that have suffered from foreclosures and abandonment by providing funds to purchase and redevelop distressed residential properties.
- Eligibility: States, territories and local governments



- Limitations: Varies
- More Information: <https://www.hudexchange.info/programs/nsp/>

Rural Community Development Initiative Grant

- Grantor: U.S. Department of Agriculture, Rural Development
- Purpose: RCDI grants are awarded to help non-profit housing and community development organizations, low-income rural communities and federally recognized tribes support housing, community facilities and community and economic development projects in rural areas.
- Eligibility: Rural communities
- Limitations: Improve housing, community facilities, and other development. Matching funds is a requirement to equal the amount of grant.
- Deadline: Annually apportioned
- More Information: <https://www.rd.usda.gov/programs-services/rural-community-development-initiative-grants/tx>

SBA Disaster Loan Assistance (Home and Personal Property Loans)

- Grantor: U.S. Small Business Administration
- Purpose: If you are in a declared disaster area and have experienced damage to your home or personal property, you may be eligible for financial assistance from the SBA — even if you do not own a business. As a homeowner, renter and/or personal property owner, you may apply to the SBA for a loan to help you recover from a disaster.
- Eligibility: Secondary homes or vacation properties are not eligible for these loans. However, qualified rental properties may be eligible for assistance under the SBA business disaster loan program.
- Loan amount: Homeowners may apply for up to \$200,000 to replace or repair their primary residence. Renters and homeowners may borrow up to \$40,000 to replace or repair personal property — such as clothing, furniture, cars and appliances — damaged or destroyed in a disaster.
- Deadline: Rolling
- More information: <https://disasterloan.sba.gov/ela/Information/HomePersonalPropertyLoans>

Section 202 - Supportive Housing for the Elderly

- Grantor: U.S. Department of Housing and Urban Development\
- Purpose: Provide capital advances to finance the construction, rehabilitation or acquisition of properties that will serve as supportive housing for very low-income elderly persons.
- Eligibility: Private nonprofit organizations and nonprofit consumer cooperatives
- Limitations: \$371 million
- More Information: <http://www.reconnectingamerica.org/resource-center/federal-grant-opportunities/>

The Multi-family (Rental Housing) Development Program

- Grantor: provides funding to units of General Local Governments, Public Housing Authorities, nonprofits, and for-profit entities towards the new construction or rehabilitation of affordable multifamily rental developments.
- Eligibility: Development funds are awarded on a first-come, first-served basis through an application process.
- Deadline: Rolling
- More information: <http://www.tdhca.state.tx.us/multifamily/home/index.htm>

The Multifamily Mortgage Revenue Bond Program

- Grantor: Texas Bond Review Board and the Texas Department of Housing and Community Affairs (TDHCA)
- Purpose: issues mortgage revenue bonds to finance loans
- Eligibility: qualified nonprofit organizations and for-profit developers.
- Limitations: developers financed through this program are subject to set-aside restrictions for low-income tenants and persons with special needs, tenant services, maximum rent limitations and other requirements.
- Deadline: Rolling
- More information: <http://www.tdhca.state.tx.us/multifamily/bond/index.htm>

The Public Housing Agency's Housing Choice Voucher program

- Grantor: U.S. Department of Housing and Urban Development
- Purpose: Allows a very low-income family to receive a housing voucher. The family must pay 30% of its monthly adjusted gross income for rent and utilities.
- Eligibility: very low-income families.
- Limitations: Housing Authorities may establish local preferences for selecting applicants from its waiting list.
- Deadline: Rolling
- More information: https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/about/fact_sheet